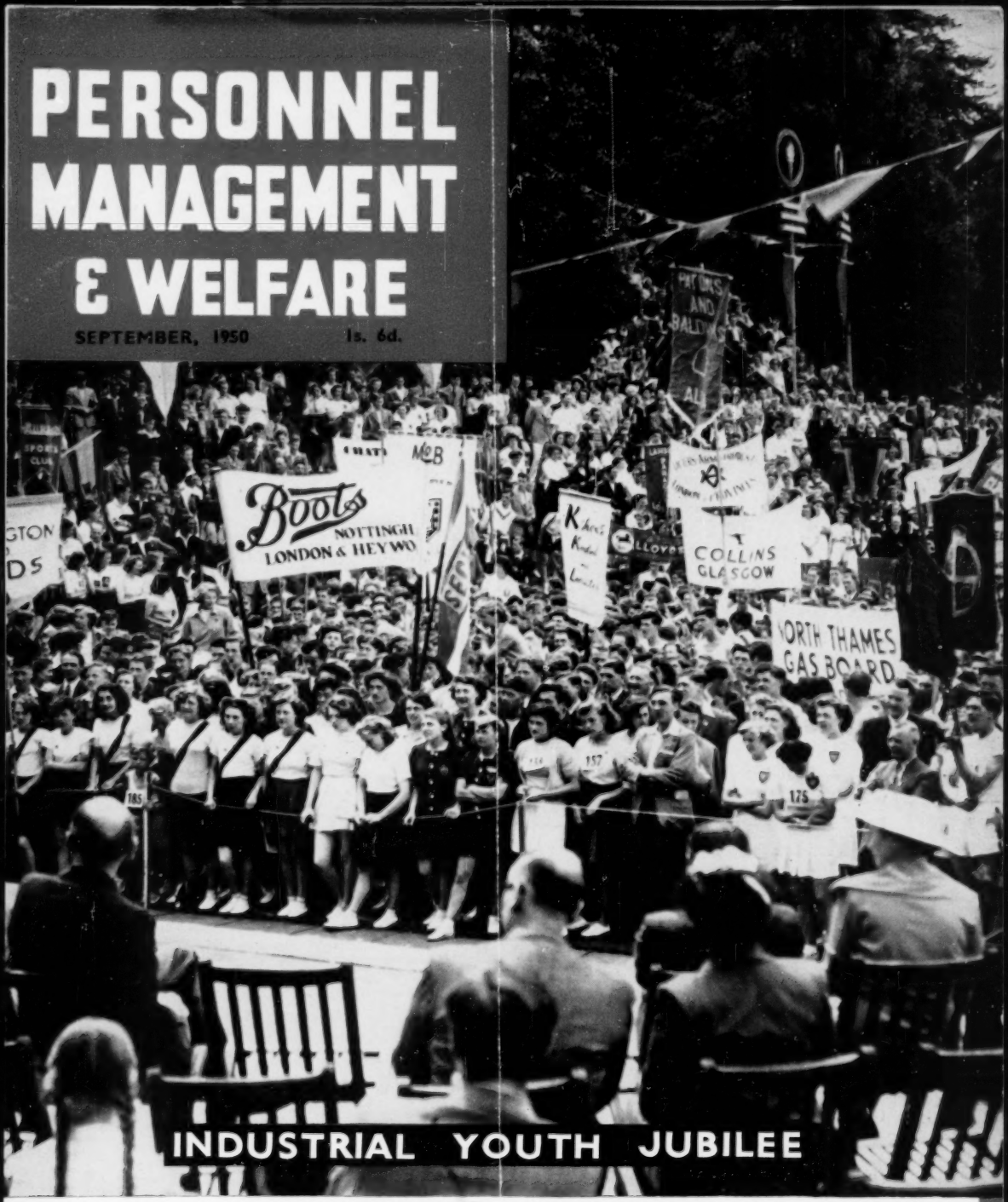
PERSONNEL MANAGEMENT & WELFARE

SEPTEMBER, 1950 1s. 6d.



INDUSTRIAL YOUTH JUBILEE

Master OXO

Makes it Beefy

Victim OF NOISE FATIGUE

She works in a machine-room, day in, day out, in a noise that she can almost see. And she is suffering from *noise-fatigue*—you can see it in her face, in her eyes—and her employer can see it in her work, and in the work of dozens more like her. She is a potential absentee. It is not the noise only from her own machine that grinds and pounds her nerves, but the build-up of noise echoing from others like it. How can she escape this noise? The answer is in Acousti-Celotex. Properly applied, Acousti-Celotex will blunt the sharp edge of noise; the noise will be softened and quieted. Installation is quick and can usually proceed without any interference with production. Practical experience has proved that desired results can be achieved.

Let us arrange an 'on the spot' analysis of your own noise problem.

noise can be quieted with

ACOUSTI-CELOTEX

REGIONAL DISTRIBUTORS

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(*County of Yorkshire*) **J. H. BEAN & COMPANY LIMITED,** 31/32 Upper Mill Hill, Leeds, 1.

(*Remainder of England, and Scotland*) **WILLIAM BEARDMORE & COMPANY LIMITED,** Parkhead Steel Works, Glasgow.

CELOTEX LIMITED, NORTH CIRCULAR ROAD, STONEBRIDGE PARK, LONDON N.W.10

It's here!

THE WONDERFUL NEW CLEANING JELLY WHICH

does every industrial cleaning job

THE BRILLIANT NEW IDEA IN CLEANSERS
Spreece
CLEANING JELLY
FOR HOTELS, FACTORIES & THE HOME
Makes a wonderful foamy lather which literally FLOATS the dirt off everything, including the family wash. Equally efficient in hard and soft water
DIRECTIONS FOR USE

MORE QUICKLY, MORE EASILY, MORE EFFICIENTLY

To-day, with labour and replacement costs higher than ever before, time spent on cleaning tasks and money spent on redecorating *must be kept to a minimum.*

You owe it to yourself, therefore, to investigate SPREECE—the most amazing labour-saving cleanser yet produced. This wonderful new cleaning jelly can be used *for every cleaning job*, dissolving grease and grime in a flash, enabling the work to be done thoroughly in a fraction of the time, with less effort. SPREECE contains no caustic or abrasive, therefore it cannot damage the most delicate surface or fabric, nor irritate the skin. SPREECE is economical to use—simply dissolve a little in warm water to make masses of rich, foaming lather—and is equally efficient in hard and soft water. It even lathers in sea-water. *Send for a tin now.*

IN THE CANTEEN

Spreece *is wonderful for washing-up crockery and tableware because it completely dissolves dirt and grease and leaves no 'film.'* Spreece *is easier and more efficient, too, for cleaning tables, forms, etc.*

FLOORS AND CARPETS

Spreece *completely removes dirt and grease from wood, concrete, rubber, tiles, linoleum, stone and plastic floors. Use* Spreece, *too, for restoring the original brightness and colour to dirty, dingy carpets.*

FOR WASHING FABRICS

Overalls, head-scarves, dungarees, canteen tablecloths, curtains—everything *comes cleaner, more quickly, with* Spreece. *Fabrics last longer, too; there's nothing in* Spreece *to harm them.*

PAINTWORK

Spreece's *foaming lather penetrates surface dirt and grease—gently floats it off—and leaves the paintwork clean and sparkling. Provided the paintwork is not chipped or flaking, 'Spreeceing' often saves redecorating.*

REMOVES GREASE AND CRIME

Spreece *goes deep into the pores, searching out grease and dirt, leaving the skin clinically clean.* Spreece *lathers beautifully and is equally efficient in any type of water. It cannot 'dry' or harm the skin.*

CLEANING WINDOWS

There is nothing better than Spreece *for cleaning windows quickly and thoroughly.* Spreece *removes all greasy smears, fly-marks, etc., making the glass sparkle.*

Nett Weight 14 lbs. **30/-** Per Tin Carriage Paid

SPECIAL QUOTATIONS FOR QUANTITY ORDERS

Spreece CLEANING JELLY

Send a cheque or postal order, value £1.10.0, to:

THE SKIP COMPANY LIMITED, GOLDEN MILE WORKS, BRIDGEND, GLAMORGAN

(Contractors to the Ministry of Supply, Admiralty, Ministry of Works, Municipal Authorities, etc.)

'PERSPEX' ON TOP

'Perspex' sewing machine bench tops have reduced maintenance costs at the Leeds factory of Spensley & Gough Ltd. Wooden bench tops had to be replaced after 12 months' service, but these 'Perspex' tops are as good as when they were first fitted three years ago. They do not splinter when scissors are thrown down on them, and so there is no danger of damaging fine fabrics. In addition, the reflection of light from 'Perspex' surface enables needle lights to be dispensed with, and results in economy in workroom lighting.

'Perspex' is the registered trade mark of the acrylic sheet manufactured by I.C.I.

ICI **IMPERIAL CHEMICAL INDUSTRIES LIMITED**
LONDON, S.W.1

P.4148

GOOD TIME - KEEPING PAYS IN THE OFFICE AS IN THE FACTORY

It is fantastic but true that to install the BLICK "Stafsine" Portable Signature Time Recorder only costs ONE PENNY per worker per week. You CANNOT AFFORD to be without one.

The "Stafsine" is especially designed for the control of Office Staffs, Small Workshops, Road Transport, Warehouses, Stores, etc.

Every Factory Manager knows that Time Control pays 100% dividend on cost. It pays equally good dividends in the Office.

Let us tell you more about it—Send us your Enquiry TODAY.

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Also at: BIRMINGHAM, CARDIFF, LEEDS, MANCHESTER, NEWCASTLE, NOTTINGHAM

A DIRTY STORY

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The great interest being shown by Caterers in the efficiency of washing and sterilising methods makes it more than ever necessary for the detergent to be suitable for the machines in use. B.H.C. has specialised in this subject for many years and CHINABRITE Grades of detergent not only prevent machines scaling-up, but also kill dangerous germs and remove all dirt and grease effectively.

CHINABRITE

Please send me full information about CHINABRITE—(All Grades)

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ADDRESS.....

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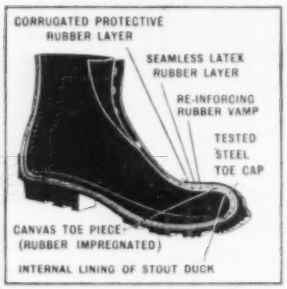
Accidents happen every day in every industry. Lucky is that workman guarded by the Dunlop Safety Boot, with its toe cap armoured with steel! Not only does the Dunlop Safety boot protect from injury; being completely waterproof it cuts down absence caused by wet feet.


CORRUGATED PROTECTIVE RUBBER LAYER
SEAMLESS LATEX RUBBER LAYER
RE-INFORCING RUBBER VAMP
TESTED STEEL TOE CAP
CANVAS TOE PIECE (RUBBER IMPREGNATED)
INTERNAL LINING OF STOUT DUCK

DUNLOP SAFETY BOOTS

DUNLOP RUBBER CO. LTD. (FOOTWEAR DIVISION), SPEKE, LIVERPOOL
9F/MB14d

KEEPS **DIRT** AND **OIL** OUT OF CUTS!

STICKS TIGHT... STAYS CLEAN

Today, in factories everywhere, Welfare officers and first-aid staff are welcoming Dalmas, the new *waterproof* plastic dressing that is ideally suitable for first-aid in the factory.

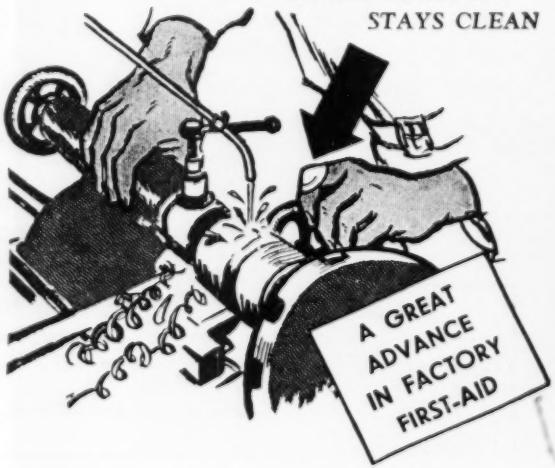
Dalmas gives cuts and scratches 100% *protection* against oil, water, dirt, and grease. So no wasted time, no loss of working efficiency. Simply cover the affected place with a Dalmas Dressing and . . . no further trouble, no need for clumsy bandages! Your workpeople can actually *wash with it on.*

Dalmas is skin coloured, stretches *all* ways (not just one way). Because of this, edges stick tight, cannot fray, cannot catch in clothes.

Supplied in handy boxes, 1/-. Bulk supplies at quantity discounts for factories.

Send your order today to A. de St. Dalmas & Co. Ltd., Leicester (Leicester 65261). London Depot: 140-142 St. John Street, E.C.1 (Clerkenwell 3399). Leeds Depot: 14 Neville Street (Leeds 29764). Scottish Agents: Robert Telford, 29 Waterloo Street, Glasgow, C.2 (Central 2716).

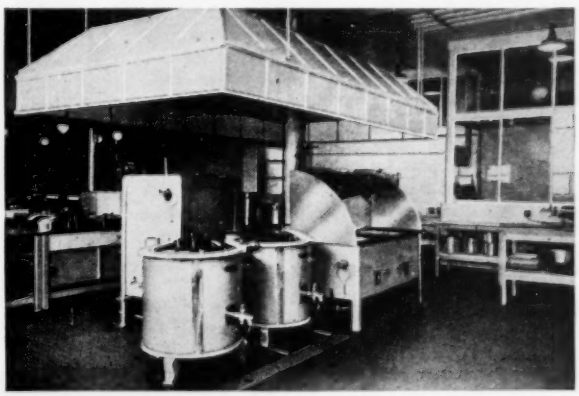
Send also for Dalmas Strapping, a new *waterproof* adhesive tape with 101 first-aid uses in the factory. In 1 and 3 yard spools, 1", 2" and 3" widths. Discounts for bulk orders.



DALMAS LTD.
LEICESTER

GIVE UP SMOKING? I NEVER STARTED! says Mr. Therm

Gas burnt in Mr. Therm's gas-heated appliances never produces the slightest smut or smoke. It is so clean in operation that gas equipment is kept hard at it with complete success in many places where almost surgical cleanliness is essential; and the maintenance of the equipment is confined to an easily handled minimum. The other advantages of gas as a fuel—flexibility, ease of control, rapid heating from cold and high efficiency—are so well known that Mr. Therm's face is familiar in factories all over Britain.



Here is gas doing a real job, with scrupulous cleanliness, in the industrial canteen of Joshua Hoyle & Sons Ltd., Rochdale. The equipment comprises fish frying range, steaming oven, cooking range, two 20-gallon boiling pans, dish washing machine and the usual labour-saving devices. The kitchen serves about 250 two-course lunches in 10 minutes each day.

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THE GAS COUNCIL · 1 GROSVENOR PLACE · LONDON · SW1

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to Personnel Manageresses by which to ensure

THE COMFORT OF THE FEMALE WORKER

Personnel Manageresses will know that the difficult days for female workers can constitute an industrial problem.
Comfort is best maintained at these times with either Mene or Menex Sanitary Protection which for over fifty years has been the choice and trust of womanhood.

Reliable, highly absorbent, of downy softness . . . a protective back . . . Mene and Menex possess the qualities necessary for peace of mind and ease of body. They have loop ends for snug adjustment. Write today for a special quotation for a bulk order. You can have confidence in recommending . . .

MENE SANITARY TOWELS

MENEX SOLUBLE

Obtainable from Drapers, Chemists, Stores, etc.

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Sore throats spread!

Mathamints will give quick relief and reduce risk of absenteeism

Mathamints — a sugar coated, spearmint flavoured, aspirin chewing gum — constitute an important development in administering the accepted properties of aspirin to the throat over longer periods than comfortable or possible by gargle. The act of chewing stimulates the flow of saliva, which, in turn irrigates the inflamed membranes, giving rapid relief from pain and reducing inflammation. Indicated, therefore, for sore throat, tonsilitis and pharyngitis. Mathamints also possess anti-rheumatic properties and are useful in influenza (especially with Quinine), and in neuralgia, gout and nerve pains. They do not irritate the membranes of the stomach and are hardly distinguishable from a sweetmeat.

MATHAMINTS
a medicated chewing gum
Further particulars on request from

WILLIAM MATHER LTD., DYER STREET
MANCHESTER 15, ENGLAND
(Established for more than a century)

JN 733

Good Health! GOOD WORK!

HEADACHES, colds and accidents may be unavoidable, but they need not take so heavy a toll. Timely action is the first essential. The right kinds of plasters and medicaments are another. Dalmas make the right kinds of plasters and medicaments for industry. Examples are Dalmas Waterproof Dressings, Nurolets Pain-Relief Tablets, Sulphonet Tulle Gras Dressings. Why not ask about them?

DALMAS
make the right health aids for industry

DALMAS, Junior St.
Leicester and Branches
Established 1823

FOOT PROTECTION

plus extra wear

Safety and Welfare Officers everywhere are quick to appreciate the protective qualities of "Totectors"—the safety boots and shoes with the internal steel toe cap which keep the men on their feet and the job off their toes. The steel caps will withstand a static weight of 3 tons, assuring full protection and extra wear. Get to know more about them. Full particulars on request.

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SAFETY BOOTS AND SHOES

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Telephone: TERminus 5247

BRIGGS INDUSTRIAL FOOTWEAR LTD.
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...Remember, 'Sleek' strapping stays clean and dust-proof

To protect minor injuries from dirt, paint, irritants, and chemical fluids without impairing the workers' manipulative efficiency, always keep 'Sleek' Strapping available. It has a smooth, semi-polished surface that cannot absorb water or other fluids. It is strong, yet so pliable and thin that it moulds itself closely over knuckles and joints. 'Sleek' cannot fray or "catch" in workers' clothing or protective gloves. 1" width in 2½ yd. and 5 yd. spools. 2" width in 5 yd. spools.

Flesh colour only

'Sleek' TRADE MARK PLASTIC ADHESIVE STRAPPING

8.1s

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Where BELRA operates 2 lepers are cured every day. These are our fellow men and workers; but *only one in ten* can, as yet, obtain treatment. With your help BELRA can prevent any more children and young persons becoming deformed and crippled caricatures of humanity. Subscripticns by Deed of Covenant enable us to recover 9/- on every 11/- contributed, as BELRA receives *no State aid.*

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PERSONNEL WELFARE is *YOUR* welfare

By providing amenities for their convenience and welfare, female employees respond more readily to calls on production, and the Lavis system of sanitary towel disposal provides a Hygienic method of disposal, which is convenient to use, and inexpensive to install.

Consider these points

- ★ **Complete destruction of soiled towels.**
- ★ **Positively no mal-odour**
- ★ **Can be installed anywhere**
- ★ **Low initial cost**

Now send for interesting booklet to :-

LAVIS SERVICES LTD
Health Promotion Dept.,
WHITE LUND, MORECAMBE, LANCS

for the discriminating woman

SANITARY protection is a particularly trying problem for the discriminating woman who looks for only the finest available. That is why ENESS towels are so welcome—they give the kind of comfort that makes "difficult days" so much less difficult to contend with. ENESS napkins are cotton and soluble in all sizes.

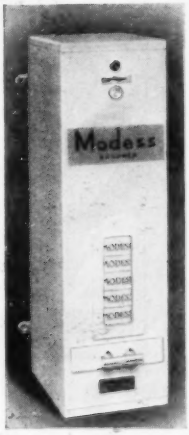
"Softer than Silk" ENESS

INSTALL

PETER'S

EQUIPMENT
TO
ENSURE
REGULAR
SUPPLIES
of SANITARY
TOWELS

(Soluble and Non-Soluble
—Choice of Brands)



PETER'S AUTOMATIC MACHINES LTD
1 LADBROKE ROAD, LONDON, W.11 *'Phone: Park 7608*

This legging has the right ideas

LOOK AT ITS SIX

SAFETY/COMFORT FEATURES

This new Safety Products Legging has been specially designed to give comfortable protection to foundrymen, welders — anyone exposed to the risk of leg or foot-burns.

The Legging has a springframe with a detachable cover of good quality asbestos cloth. It works like this:

1. ADJUSTABLE FIT. The spring is designed to adjust itself to the size of the leg, ensuring a comfortable fit.
2. RIGID COVER. The spring holds the cover rigid: the asbestos cannot crumple or move out of position.
3. COOLNESS. The legging is pleasantly cool to wear: the asbestos does not touch the leg at all.
4. QUICK REMOVAL. These leggings need no fasteners (though snap fasteners are provided if preferred): there is no under-foot strap. If hot metal falls on the legging, it can be removed in an instant, before the heat can reach the skin.
5. FOOT SAFETY. The reinforced spat front cannot curl: it gives full protection always to the top of the foot.
6. ECONOMY. The covers are easily replaced when necessary: the spring gives long service and outlasts many replacement covers.

OBTAINABLE NOW FROM DEPT. AI

SAFETY PRODUCTS LTD.

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Sole distributors in Great Britain for Willson Products Inc., Reading, Pa., U.S.A.

114 WATERPROOF DRESSINGS IN MEDICAL & FACTORY FIRST AID OUTFIT

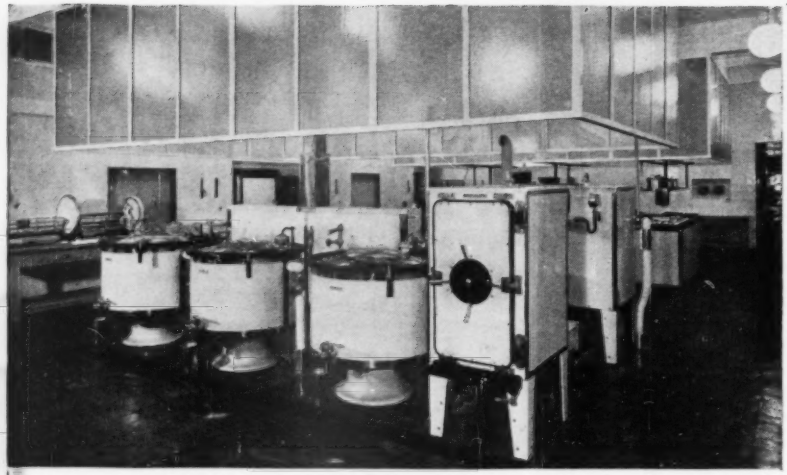
Factory workers can carry on working in water, grease or oil with this first aid dressing — the new Waterproof Elastoplast. It keeps cuts dry — no matter how wet or dirty the job that is being done. The best way of ensuring a good supply is to order the Medical and Factory First Aid Outfit of 114 Waterproof Elastoplast Dressings.

REFILLS *of each size are available separately in Unit Packs containing 12 of the 3" x 2" dressings and 36 dressings of the other sizes. Also obtainable, a Unit Pack of 36 dressings, 3" x 1".*

WATERPROOF

Elastoplast TRADE MARK

MADE BY T. J. SMITH & NEPHEW LTD., HULL



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Experienced Cooks use

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"ROASTEX"

***for* GRAVIES, HASHES & STEWS**

"ROASTEX" is the COMPLETE Gravy Maker—an outstanding product at a reasonable price.

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PRIVATE PATIENTS' PLAN

so many firms are asking about?

It is the perfect answer to these questions:

- If I need hospital attention, can I afford treatment as a private patient and thereby choose my own specialist?
- What if my wife and children also need specialised professional care?

The PRIVATE PATIENTS' PLAN enables management and staff, their wives and children, to become members of insured Groups, through which generous payments are made to offset the cost of surgical, hospital and nursing fees. Senior Executives are invited to write or 'phone for our booklet "The Private Patients' Plan."

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The blind can help the sick

St. Dunstan's can come to the rescue when you are in urgent need of masseurs, medical electricity operatives or any other of the branches of Physiotherapy. All St. Dunstan's Chartered Physiotherapists are men specially selected for their physical, mental and psychological skill and understanding which this particular aspect of medicine demands. By virtue of the very fact that they are blind, their hands develop a wonderfully sensitive touch, in fact, they truly become "Seeing Hands." Sometimes it so happens that employees find themselves on a long waiting list for physiotherapy treatment of one form or another. It is at these times you can cut down their enforced wait, by writing or 'phoning St. Dunstan's, 191, Marylebone Road, London, N.W.1 (*Paddington 5021*) for the name of a St. Dunstan's Physiotherapist in your district.

"Wheelers of Plaistow"

specialists in the manufacture of

OVERALLS

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and

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The "VOLE" *Brand* DIGNIFIES THE JOB

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PERSONNEL MANAGEMENT & WELFARE

INCORPORATING CIVIL DEFENCE JOURNAL AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No. 124 SEPTEMBER, 1950

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COVER

Nearly a hundred British firms sent contingents to the Youth Festival with which Cadbury's of Bournville celebrated the Jubilee of their Boys' and Girls' Sports Clubs (see p. 120). With them were representatives of foreign industry from many lands. We show the great gathering being welcomed by Mr. Laurance Cadbury on behalf of the firm.

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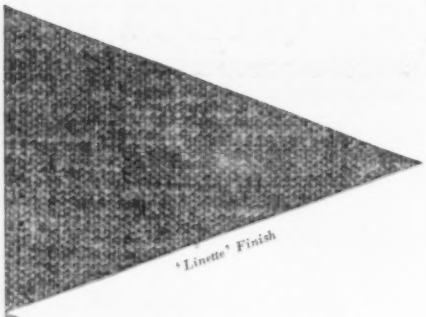

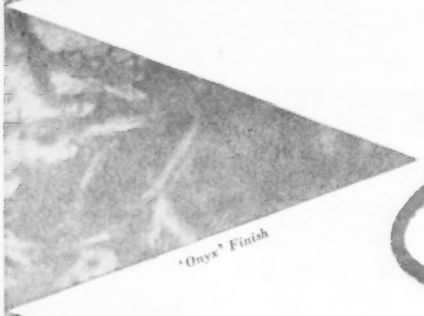

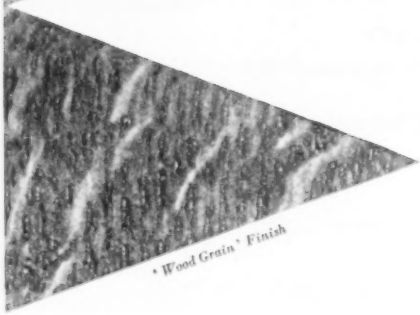

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REGISTERED TRADE MARK

gives you the ideal table surface – economically

From every practical point of view FORMICA will prove a profitable business. Study these points:—

CLEANLINESS. The smooth, hard surface of FORMICA cleans easily. No hard rubbing or scrubbing is necessary. No abrasive powder required—just a wipe with a damp cloth. Perfect hygiene all the time!

APPEARANCE. Bright colours. Attractive finishes. The illustrations show 'Linette' 'Onyx' and 'Wood Grain' finishes. The colours are permanent—don't wear off—don't fade.

DURABILITY. FORMICA has the hardest surface known to science in the whole field of laminated plastics. It withstands all normal conditions of hard wear.

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CIGARETTE-PROOF. The grade normally employed for counters and table tops shows no mark even if a careless smoker leaves a burning cigarette on it.

EASILY APPLIED TO EXISTING SURFACES. Table tops, serving counters, etc., can be resurfaced with FORMICA with the minimum interruptions to business.

May we send you interesting literature giving you more information?

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'FORMICA' is a registered trade mark and De La Rue are the sole registered users.

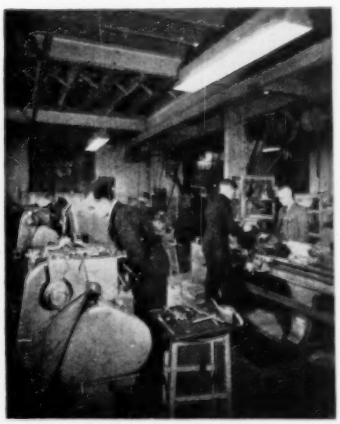
4,000-Worker Group Stresses "Individual" Welfare

By J. WILSON PERRY

Joint Managing Director, John Thompson Ltd.

The firm of John Thompson Ltd. is still mainly a family concern. Founded over 125 years ago by the great-grandfather of the present chairman, it has grown from a small works to a group of sixteen companies employing over 4,000 workpeople and staff, and ranks as one of the largest engineering firms and manufacturers of boiler plant in the country. Each company, however, retains its own individuality and in the main runs its own affairs, but final authority is vested in the Board of Governing Directors, the majority of whom are members of the Thompson family.

DEVELOPMENT of our personnel and welfare work must be viewed against our family background. It has grown as demand has arisen rather than been deliberately planned as a comprehensive service. The policy of the firm has always been to help the individual when and where necessary, and today this is still the guiding principle. For example, from earliest recollection pensions have been given to old servants of the firm, or their widows, when in need. We still have no contributory scheme (except for directors and senior staff). Today the governing directors give pensions to all employees who have served for 30 years or more, and special allowances are made to widows of long-service employees in distressed circumstances, until they re-marry or become financially self-supporting through employment or other means. Also financed entirely by the firm is a benevolent fund which is distributed by welfare committees composed of employees, in each company in the Group. *Mr. James Thompson's Fund* exists to help employees or their families in financial difficulties, especially those employed during the donor's lifetime, and *Mr. Albert Thompson's Fund* helps with the education and welfare of employees' children. The effective dispensation of these various charitable funds is the responsibility of the Group's welfare officer, who is also responsible for visiting all employees absent through sickness, for keeping in touch with pensioners, and assisting employees with their personal problems.



(Left) The spacious, well-equipped Training Centre for John Thompson recruits, referred to in this article

Independent Committees

There is no company-sponsored sports and social club, as we believe that these activities are best run by the employees themselves. If there is a demand for a particular activity from a group of workpeople or staff in any one of our companies, the Board will do its best to provide the necessary funds and facilities. In this way we have reared football, bowling, chess and angling sections, a choir and a band, to name but a few, in the various companies.

Accident prevention is the responsibility of the Group's safety officer, who is assisted by safety committees operating in each individual company. **The personnel of these committees changes every six months so that as many employees as possible become actively "safety conscious."** The value of this system, backed up by "top management" interest and prompt attention to practical measures, has been proved by our accident statistics which are very low for a heavy industry such as ours. We have no medical department as such, but have found from experience that in our types of works, first-aid rooms, fully equipped and manned by St. John ambulance personnel, have proved most useful. Responsibility for the efficient functioning of the first-aid service is also the duty of the safety officer.

Other Welfare Services

A brief outline of our schemes such as the foregoing must of necessity omit detailed description of many other services provided by the Group, e.g. canteens, convalescent home facilities, suggestion schemes, savings group, annual outings and works trips, technical library and so

on, but reference must be made to the training and apprenticeship schemes, which constitute one of the most important parts of our personnel work.

Two Entirely New Training Schemes

Perhaps the most interesting of these are two new Commercial Apprenticeship Schemes. These schemes have been drawn up in consultation with the Institute of Cost and Works Accountants, and the Chartered Institute of Secretaries and the Institute of Company Accountants Limited, and approved as suitable courses for qualification for membership of these professional bodies. They also have the official approval of the Ministry of Labour.

Apprentices for the Cost and Works Accountants course must undertake to attend suitable courses of study at evening classes, and part-time day classes for which the company undertake to grant one full day's leave a week with pay. The local Commercial College has agreed to run a class for this course, and a suitable curriculum has been drawn up and agreed by the bodies concerned. Periodic reports are obtained from the Commercial College concerning progress, work done, etc., and these must indicate that the apprentice's conduct and general work are satisfactory. The course lasts five years and during that period the apprentice will acquire a knowledge of the routine by being employed in the various departments as follows: *Personnel*, 1 month; *Draughtsman's Training Centre*, 3 months; *Costs*, 6 months; *Secretarial*, 3 months; *Buying*, 3 months; *Stores*, 3 months; *Works*, 6 months; *Estimating*, 4 months; *Wages*, 3 months; *Accounts*, 6 months; *Costs*, 22 months. Reports at various periods are obtained from heads of departments to see that the apprentice is giving satisfaction. If the apprentice feels that he is not receiving satisfactory training he can report to the company's secretary so that necessary adjustments can be made.

Conditions governing the course for secretaries and accountants are similar except that work in the various departments of the firm is allocated as follows: *Personnel*, 1 month; *Works*, 6 months; *Estimating*, 4 months; *Buying*, 3 months; *Wages*, 6 months; *Accounts*, 4 months; *Secretarial*, 6 months; *Stores*, 6 months; *Costs*, 6 months; *Secretarial*, 6 months; *Accounts*, 12 months. At the end of their apprenticeship the company endeavours to place them, although it does not accept any legal obligation to do so. At present we have four apprentices in training, and plan for an intake of three a year, which we estimate will provide a nucleus of qualified staff.

Junior Office Staff

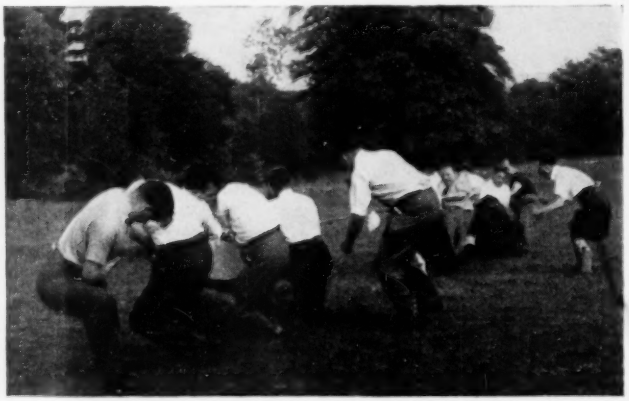
We also have a training scheme for junior shorthand-typists entering the firm at the age of 15 years. They attend Commercial College one day and two evenings a week, for which the firm pays fees and wages during attendance. Their practical training is carried out in the company's offices under the supervision of our labour manager.

Works Employees

Following a more familiar pattern are our training courses for works employees. **The Training Centre,** which is a Group organisation, deals with all juvenile labour entering our employment. Boys from elementary schools are instructed in the use of hand tools, factory methods, elementary workshop practice and safety precautions, for a period of four weeks, receiving payment at the rate for age. During this time careful note is made of the ability and adaptability of the individual and he is then placed in the job for which he is most suited. On reaching the age of 16 years he can make application through his foreman to become a works apprentice. Our present rate of intake under this scheme is twenty to thirty boys, three times a year.

Student apprentices joining the firm, usually come from Secondary or Grammar Schools at the age of 16 years. The boy enters the Training Centre for a probationary period of four months during which time a complete record is made of his ability, progress and conduct, and he is instructed in fitting for one month and general machine shop practice for three months, receiving

(*Left*) **Electric welding at the Thompson Works.** (*Below*) **The inter-works Tug-of-War at the firm's fête last year—apparently North *versus* South. No result is given**



instruction by means of theoretical lectures and practical demonstrations and use of modern machine tools, undergoing tests every month. If the apprentice is successful, indentures are prepared dating from the day he commences his training, or his 16th birthday, until he is 21 years of age. During apprenticeship the boy is moved from one department to another so that he may acquire first-hand knowledge of the actual work of each department of the firm. At the end of each period the head of the department concerned gives a report which is entered on the apprentice's record card. The movement of apprentices through the various departments is controlled by the Principal of the Training Centre to whom departmental heads send all matters affecting apprentices. During the whole period of apprenticeship the boy must attend Technical School one day a week, as well as evening classes, and show good progress each year. Student apprenticeship is limited to forty a year. Our present quota includes one girl, and the Principal of our Training Centre declares that "he would not mind more like her."

In addition, we have a **Draughtsmen's Training Centre** through which all indentured apprentices pass for preliminary training in draughtsmanship before transfer to the Drawing Office to finalise their training. In this School we also train some adult members of the staff who wish to become draughtsmen. Anybody in the works can apply for this training which is available to them provided they show the necessary ability and progress in their work.

Our apprentices have their own joint committee which deals with all domestic matters affecting apprenticeship, and have recently undertaken the publication of their own newsletter. We try and arrange at least four visits a year for them to other works, the British Industries Fair and similar exhibitions which will give them an appreciation of the work of their own firm and its products. Boys showing special merit are selected from time to time for a period of service with our overseas units. We also accept trainees from abroad and from other firms in this country, while our own directors also "graduated" in this way.

We are always glad to publish details of the ways in which industrial and other firms have faced their personnel problems. It is indeed possible to learn a lot from what the other fellow has done and, if he is a pioneer, he will not object to being copied. Will any firm which has proved to its own satisfaction the value of whatever methods it has adopted be good enough to let us have brief details and, wherever possible, a selection of photographs?

An action picture taken in Thompson's hot tube bending shop, where craftsmanship in metal plays a most important part and accuracy can depend upon experience as well as measurement

Training is not limited to apprentices, however. Our foremen have formed the John Thompson Supervisors' Association, which provides lectures, etc., and we encourage them to attend courses organised by the National Institute of Industrial Psychology, the Leicester College of Technology and Commerce, and similar bodies. We also hold week-end conferences at which members of "top management" meet with foremen for a free and informal discussion of our mutual problems. This type of "further education" has proved useful and is being extended to works managers.

Results We Have Achieved

Perhaps one of the best indications of the success of a firm's labour relations policy is in the length of service attained by its employees. In 1924 we started a scheme for long service awards as follows: for 10 years' service—a certificate; 15 years—bronze Maltese cross; 20 years—silver Maltese cross; 30 years—bronze medal; 40 years—silver medal; 50 years—gold medal. In each case a corresponding coat badge is also given and a cash gift. More than 97,000 years of service have so far been recognised by these awards, which are also sent to our overseas units. In the case of an award to one of our Indian employees we had also to purchase the shirt on which to pin the medal!

(*Left to right*) **Mr. J. H. M. Thompson, Mr. E. W. Thompson (chairman of the company), Mr. J. Wilson Perry (author of this article) and Mr. W. J. Thompson (the former chairman).**
(Photo by courtesy Wolverhampton "Express and Star")

Production Boosted By
Specialised Operative Training

By
W. DOUGLAS SEYMOUR

CONSIDERABLE attention has recently been devoted in personnel circles to the incidence, causes and cost of labour turnover. It is generally agreed that labour turnover is higher than it should be, and that the cost, though seldom ascertained, is considerable. Attempts to reduce the incidence and the cost of labour turnover constitute one factor in the present drive to reduce the learning time required in industrial operations. If the learning time is shortened, this reduces not only the cost of replacement, but also its likelihood, since recruits who are quickly successful are less likely to leave.

Although the present article deals mainly with those difficult jobs which take a long time to learn, it must not be thought that economies from reducing learning time are not also possible with simpler jobs; the saving from reducing the learning time for ten recruits from twelve months to six are considerable, but so also are those from reducing the learning time of 100 recruits from six weeks to three. (By "learning time" is meant the time required to attain the level of output of experienced workers, not merely the time required to learn how to do the job.)

In the past few years, "specialised methods" of operative training, designed to reduce learning time, have been developed for a number of industries—engineering, garment making, pottery, hosiery manufacture, etc. These specialised methods are used in training centres inside the factory concerned, staffed by the company's own instructresses or instructors, who are specially trained for the job.

The Analysis of Skill

The training courses are designed for each individual operation, but have certain common principles and are based on a detailed "study" of the experienced worker. The studies, or analyses, are neither time studies nor job analyses, in the accepted sense of these terms, they are studies of the operator doing the job, and aim at determining what are the skills* involved, i.e. what are the physical movements, and what are the sensory stimuli giving rise to them. Unless we have determined the skills involved in a job, and have analysed their nature, we are unlikely to be able to get them transferred from one person to another—and all industrial training involves this transfer of skills.

Most industrial operative skills involve a complex pattern of choice-reaction to a similarly complex series of sensory stimuli. For instance, if an operative is working a power press at piece speed (on a second operation), one of his skills consists of being conscious, through the feel in his fingers, or via his eyes, that the component fits exactly into the die, and in making slight movements with his fingers to alter the position if it is not correct. The operation, from the operative's standpoint, consists of sensing something, and then doing something. The skill consists in sensing what is right or wrong, and taking the appropriate action with the fingers.

Furthermore, on analysis, it is sometimes found that the sense requirements of a job are beyond the normal; or again, the movements may be unusual, and necessitate the use of special groups of muscles. Sewing needle inspection requires the use of a certain part of the index finger, which is abnormally sensitive; hose linking and other fine work involves a standard of vision beyond the normal. Unless these and similar points are detected in the analysis of the operator at work, there is no sound basis of understanding for training the beginner.

Training Procedure

In specialised training we determine, first of all, by means of an analysis of the experienced worker, the physical and mental attributes desirable in new recruits. This knowledge forms the basis for developing a battery of Selection Tests.

The recruits having been selected, the analysis is used for a second purpose. A survey of the skills involved usually indicates that either the sensory discrimination or the physical movement in certain elements of the skill is particularly difficult. If this is so, special exercises, often on specially designed devices, are formulated to enable the recruits to acquire the skill more rapidly. For instance, in fine work, preliminary vision training is provided to develop the muscles of convergence so that the necessary fineness of vision can be retained without undue fatigue and strain. Again, in many operations it is necessary to make a movement in a straight line (or predetermined curve) without a guide. In garment making, where this commonly happens, special preliminary training exercises are given in this particular skill.

The next stage in specialised training, once the preliminary exercises have been mastered to a standard equivalent to that of an experienced worker, is to start on the job itself—or rather on part of it. On the basis of the original analysis, the operation is divided into sections. These sections are generally in time sequence (like time study elements), but they may be subdivided into synchronous elements for separate training where two or more skills are used at the same time. A detailed "drill" is written out for each section, detailing the hand, etc. positions and movements, and specifying what particular senses come into play. Photographs of hand positions are specially useful at this stage, and frequently form part of the training schedules.

Each section is learned by the trainee as a separate entity, until the skills involved in it have been acquired to the same standard as

*[*The word "skills" is used, rather than skill, to distinguish these capacities in repetitive operations from those employed in the so-called "skilled trades".*]*

that of an experienced operative. This is checked by giving each section a "target" time, which is normally the time which an experienced operative takes to perform it. When trainees can perform two successive sections in target time, they put them together, gradually adding a third and so on, until the whole task can be achieved. The synthesis of parts may be shown thus:

Single Sections	Pairs	Threes	Fours
A			
B			
C			
D			

From this it will be seen that the specialised training methods described above employ a "part," and not a "whole", method of training. The relative advantages of these two methods have been much discussed, and numerous experiments to compare them have been carried out. Practical experience in industry, however, has, in the past few years, indicated that the "part" method has advantages: it enables trainees (most of them not of very high ability) to concentrate at first on relatively small and less complicated tasks, and to gain the encouragement and impetus from succeeding at these, before proceeding to more difficult combinations. Moreover, as is shown in the pattern of synthesis above, the junction points of the parts are given extra attention by combining the sections in different ways. Also, trainees record their progress against target at each stage, and hence get the advantage of "practice, the results of which are known, that makes perfect," as Sir Frederick Bartlett* has pointed out.

Specialised training is more likely to be judged on its results than on its theories. Already, a considerable volume of results has been gathered, covering a wide range of industries. The primary purpose of specialised training is to reduce the time required for new entrants to attain the level of output, of skill and of proficiency of the experienced worker. That this purpose is being achieved can be gathered from the fact that, in general, learning times have been reduced to between one-third and one-half of those previously required.

There are several advantages to be gained from this reduction in learning time. It makes for greater flexibility in production and enables a quicker rate of expansion to be attained; it makes jobs more attractive to workers, and, by attracting more applicants, enables more careful selection to be made. It helps to reduce labour turnover and it reduces the cost of production.

Two Graphs to make you Think

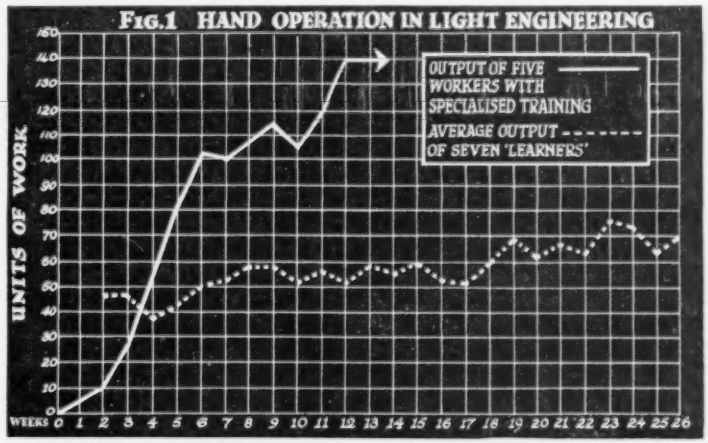
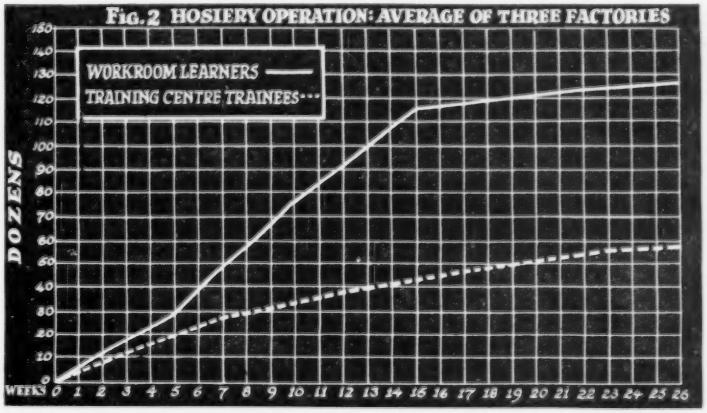


FIG.1 HAND OPERATION IN LIGHT ENGINEERING
OUTPUT OF FIVE WORKERS WITH SPECIALISED TRAINING
AVERAGE OUTPUT OF SEVEN 'LEARNERS'
UNITS OF WORK
WEEKS



How Time is Saved

The extent to which the reduction in learning time reduces costs is especially noteworthy. The graphs (*Figs.* 1 *and* 2) indicate the results achieved with two quite different operations in different industries.

Fig. 1. A handwork operation in light engineering. The lower curve shows the average output of seven factory learners each week from date of entry, on the scale 100 = day work rate of production. The upper curve shows the corresponding figures for five operatives given specialised training. In their first 36 weeks (of which the graph shows only 26) the former group, on average, produced 1,005 units of work; the latter group produced, in the same period, 1,836 units, even if no further rise in productivity occurs, i.e. there is an increase in production of 83 per cent. This increase in production reduces the cost of training, and, in addition, there is a further saving in increased overhead recovery due to the greater volume of output.

(*Concluded on page* 138.)

*[*The Measurement of Human Skill*, Occup. Psychol., *April*, 1948.]

Too Old at Forty?

AT 40 the average man can look ahead to thirty more years of active life. At 40 he is approaching his prime, the years of peak performance and productivity. The man at 40 is better than the man at 20. He knows more. He offers more. He deserves more. He has a family to take care of. His best years are ahead of him. He represents loyalty, stability and reliability more than his younger co-worker. Yet in the event of redundancy he is often picked for dismissal and subsequently turned down by other firms because he is "too old at 40."

Not long ago the U.S. Government surveyed six cities to discover what was happening to the older men when "layoffs" occurred. It was found that employers dismissed the older men first. Job hunters in the plus-40 or plus-45 groups doubled and trebled. Older men had to wait longer than younger ones before securing other employment, and most of them took less pay and inferior jobs to those they had been used to. In such cases it was not the man but his age that was rejected, even though study after study has shown that age is no deterrent to skill or performance.

Top Executives

Take industry's top executives. A recent publication showed that among presidents, vice-presidents and chairmen of Boards 44 out of every 100 would never see 60 again, but they were doing a good job. Yet these same executives are prejudiced against employing men over 40. In a survey recently conducted by the United States Chamber of Commerce and the National Association of Manufacturers, it was found that out of 279 companies, 85 reported that their general policy was not to hire a man over 45.

Reasons for not employing the older man are numerous. He is too expensive. He will not be a long-term investment. It is assumed that youth has freshness and originality, while older men are in a rut. Or that older men will not get along with new methods and new ideas. Toughest argument of all is the promotion-from-within policy. Many companies hire only youngsters, train them and make them careerists. These "reasons" do not stand up to expert analysis. The older man has something to offer as well as to ask. Consider these assets:

He has priceless experience. At least twenty years of it. It is experience that the younger man cannot hope to offer. A top employment manager maintains that under present circumstances every man under 40 is still in training; only after 40 is he really ready to contribute to the growth and stability of his company.

He will stick to the job. Some young men like to move around; they prove poor investments on a long-term basis. A study of 1,100 college trainees in 247 companies showed that 42 per cent of them moved to other jobs before the end of a year. Men over 40 are looking for an anchorage.

He stands on his record. He has results to show a prospective employer, not just "promise." Many younger men lost four or five years during the war, while older men were managing, producing and selling.

He has judgment. In the next five years this may be important. The older man experienced the depression of 1929 and subsequent adjustments and knows how to handle problems relating to spending, selling and producing. The young man has to start from scratch.

He will fit in. Records show that older men have less absenteeism than younger men. They are as good or better producers, and inclined to be more conscientious about details. They have an interest in their job and their company because they have settled down. They often have better ideas than the younger men because they usually know a bad idea when they see one. They are usually well liked and respected and turn out to be personal assets to the firm. Despite the unwarranted prejudice against the man over 40, the odds are in favour of hiring him.

(Condensed from *Management and Review*, May, 1950.)

Leaders Must Be 'Energisers'

COMMENTING on the need for efficiency in the present difficult and competitive times, the chairman of the John Lewis Partnership states that indulgence in national laziness of mind allowed the Germans and Americans not only to catch us up but to get ahead in the industrial revolution in which we had the luck to have a very long start. We were every bit as clever, tough and strong as they, but they had more energy.

The job of any leader of a British team was to counteract that national foible. Managers must not let it be felt that they were all bark and no bite, or too nearly so. He says:

"By all means take *full* account of the specially good quality in other ways of some particular person. By all means make *all* proper allowance for human fallibility. By all means take *all* the care you can to watch for over-fatigue or ill-health and deal with them as kindly and helpfully as possible. By all means (this is *supremely* important) reward *promptly* and properly any performance that justifies such expenditure . . . But *don't* let *anybody* have *too* big a ration of tolerance. If you do you will be taking a course that is easy and pleasant for *yourself*, but you will be taking it at the *cost* of *all* members of the Partnership."

Managers who cannot get their teams to play the game must give up their jobs to other people.

(From *The Gazette*, July 22, 1950.)

Telling the Worker

BILLINGHAM Division of I.C.I. is the largest chemical factory in the British Empire, with 16,000 workers in plants, workshops and offices spread over a thousand-acre site. The policy of "Telling the Worker" is not new at Billingham. For more than 20 years they have had an effective system of joint consultation, but it is only since 1943 that a department was specifically organised for the circulation of information within the works.

When the prospective recruit arrives at Billingham he is shown into a waiting room which is also an exhibition. From moving models and coloured panels he can learn something of the factory's range of products and how they are used, the organisation of the Division and how it fits into the framework of the parent company, brief details of the welfare schemes and the amenities offered to the 12,000 members of the Works Clubs.

When the applicant starts work he is given a week to "settle in," learning to find his way around the factory and getting to know his workmates, his works councillor, shop steward, etc.

After a week the new employee attends an induction course for two half-days. Usually given to groups of about thirty newcomers at a time, the course consists of a series of talks and films covering every phase of I.C.I.'s labour policy—wages, conditions of employment, promotion, joint consultation safety and welfare schemes. The atmosphere is completely informal and open discussion is encouraged. At the end of the course everyone is given two booklets—one on the Works Council scheme and the other explaining the procedure followed for union negotiations.

The new employee has now been given a broad outline of the activities of I.C.I. and its Billingham factory—he can rely on being kept up-to-date on everything likely to affect him by the publicity service of the Works Relation Section.

Personnel Ideas In Brief

IF you work for the **General Electric Co.,** U.S.A., you can call up the company shortly before you are ready to go out to the theatre or cinema and they will supply you with a "baby sitter." Sitters are General Electric employees who have signed up for the company's "Baby Sitting Service," sponsored by the recreation department. But *you* pay the sitter—not the company!

★

A Brains Trust for young employees was organised by one company as an experiment in the democratic method. Some eighty youths were dealt with in two successive days. Each day's party was divided into two groups under the leadership of an adult. For an hour or so suggested questions were discussed and selected by the group for presentation to the Brains Trust. The Question Master reserved the right to serve notice to the appropriate member of the Trust of any question calling for facts and figures to ensure a full answer. Four members of the Trust were kept busy answering some sixty-seven questions submitted. They dealt with the Youth Club, wages, reports on progress, planning, overtime, National Service, works breaks, prospects, dressing rooms, overalls, hours of work, pilfering, annual interviews, lifting of weights, singing at work, etc.

★

A "phantom voice" which when the worker starts his machine reminds him to put on his safety goggles, is the latest device developed by the **General Electric Co.,** Syracuse, New York. The action of switching on the machine sets off the mechanism of an "electronic narrator," which broadcasts the warning through a loudspeaker. The device uses a magnetic tape carrying a recording of the message. The tape requires no resetting or rewinding and the message may be repeated indefinitely without loss of tone quality. In addition, the old messages can be erased and a new one recorded at any time.

★

"If you are going to tell them do it fast," is the advice of the vice-president of the **Bigelow-Sanford Carpet Company.** As an example of "fast work," their board of directors meets at 10 a.m., finishes at 11 a.m., and before the day is over all foremen have written reports of the meeting. A negotiating meeting with the trade union ends at 6 p.m., and when they start work next morning foremen have a report of the meeting waiting for them. In this way foremen are kept supplied with up-to-the-minute information and can answer workers' questions with real authority.

Women employees of the oil and allied industries of New Orleans have a club, the purpose of which is to provide a wider opportunity to study and learn more about the petroleum industry. It meets monthly for talks and films and once a year holds a big cocktail party to which every member invites her boss. On Saturdays the club arranges visits to some important oil operation such as refineries, offshore drilling units, and pipe lines. The women realised that men in the business knew each other and were familiar with oil activities, but the women seldom left their offices and had no such contacts. This club was formed to overcome these deficiencies.

★

Metro-Goldwyn-Mayer are distributing in America a short colour cartoon entitled "Why Play Leap-Frog?" The theme is that nobody wins when wages and prices play leap-frog. The story is built around Joe, who works in a doll factory and is worried about the high cost of living.

'Good Housekeeping' On Show

MEMBERS of the Safety Committee at Thos. Firth and John Brown Ltd., Sheffield, are convinced that tidiness is the foundation of safety, and at their request the management agreed to hold a "Good Housekeeping Week." Everyone in the firm from the managing director to the labourer on the shop floor gave his whole-hearted co-operation, with the result that every department in this mile-long firm was clean and tidy and fit for a Royal visit.

The workmen became so enthusiastic that management agreed to allow employees to bring relatives to the works between 6.30 and 8.30 p.m. during the Week, and some 2,835 people took advantage of the offer. Four separate tours were arranged and over 200 managers, foremen, chargehands and staff gave their services as guides.

(Condensed from *Safety Record*, May, 1950.)

REPORTED IN HOUSE ORGANS

Ad Rem (The Butterley Co. Ltd., Ripley). This is a new venture, started to celebrate 160 years of the firm's history. The activities of the company are varied and widespread, ranging from engineering to brick-making and farming, and the magazine is intended as a means of increasing the knowledge and understanding of members of the company. It is an attractive publication containing articles on the activities of its various associated companies. There is also an interesting article on the aims and objects of the Butterley Health Service by their M.O.

Assurance (The Salvation Army Assurance Society Ltd., London). This magazine, designed for circulation amongst the Society's staff, carries a variety of articles as well as news of the movement and its personnel. A specially interesting series is that on the Psychology of Salesmen.

British Railways Magazine (London Midland Region). As may be expected, this covers information about engines and the men who run them. Their interests are varied and range from visits to Europe to study railways, to ambulance competitions and sporting events.

Fathom (Kelvin and Hughes). This carries an account of the firm's apprenticeship scheme designed to give a comprehensive training to all boys within the Group's factories, and a report on a competition for a design for a symbol for the company's products which revealed a high standard of work and great enthusiasm.

Intercom (Igranic Electric Co. Ltd., Bedford), is advertising for a Civil Defence Officer from amongst its employees. At a recent meeting, convened by the local Borough Civil Defence Committee, employers were asked to encourage volunteers for the Civil Defence Corps. It was suggested that an instructor be appointed by each employer to have 40 hours' basic training and he would instruct a group of ten to fifteen men within his own organisation, their training to take 10 hours. The company decided to appoint an officer for this purpose. The appointment would carry no emoluments and would be in addition to any other position held, but the requisite time, with pay, would be allowed for training.

Insider (A. C. Nielson Co.) is produced in the U.S.A. and carries news of both its American and British staffs. It records progress in various branches of the company's activities and news of personal, sporting and social events. An attractive, well illustrated publication.

Mars Magazine (Mars Confectionery Ltd., Slough) reports on their Social Security scheme which provides pension and sickness benefits, and their suggestions scheme which offers prizes of £40, £20 and £10 for the three best ideas submitted in each fortnightly competition. Another keenly-fought competition was that to achieve the best record over three months for securing window and interior displays in customers' shops. First national prize was a trip to Paris for the winner and his wife.

Welfare Centre in a Nationalised Industry

By JOHN SANDERS

BEFORE the Products Works at Beckton were nationalised, the directors of the Company had drawn up plans for a welfare building which would contain not only the canteen and recreational facilities which are now a commonplace in British industry, but provision for changing clothes and washing, the equal of any in the country. The project has been brought to fruition under the new regime. In November, 1948, the foundation stone of the building was laid by the Duchess of Kent, and the building was completed and opened last March.

I was greatly impressed with what I saw. The two-storey "functional" building has a simple yet attractive exterior, with ample window space.

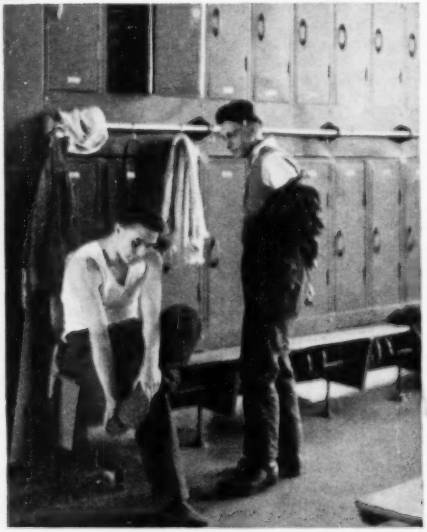
Its chief distinction, however, as far as welfare is concerned, lies in the ample facilities available to the employees for changing from "walking out" clothes into overalls and working "togs" and back again, for the storage of both and for bathing and washing at clocking-off time. All this is on the ground floor. The canteen, of which I shall have more to say later, is above, together with sundry games and other rooms.

After clocking-on in the morning, the men enter the welfare centre through a spacious entrance hall (where, incidentally, all the notices relating to welfare matters are concentrated). In the Clean Locker Room they divest themselves of their outdoor suits, putting them into numbered metal lockers, together with their shoes. Each locker number is allotted to one man only and he has a key to it which bears the same number. To assist the men to change, wooden forms are provided.

"Clean" and "Dirty"

Proceeding through the Washing Rooms, the men obtain their working clothes or overalls and footgear from similarly numbered lockers in the "Dirty Locker Room" and don these for work. Some 1,100 lockers have been installed.

At the end of the day the order of operations is reversed and ablutions added. The men enter the building at the "dirty" end, remove their working clothes and place them in the "dirty" lockers (these are smaller than the "clean" ones, as it is obviously unnecessary to be particular about not creasing the garment). According to the nature of



(*Top*) The exterior of the Welfare Block; (*below*) workers "vacuuming themselves off" before going to lunch; (*right*) changing clothes at the end of a shift. This article shows how North Thames Gas Board employees can leave their jobs clean and tidy, fit to go out anywhere

their work and the corresponding degree of washing required, personal inclination or even the weather (more baths are taken in the hot than in the cold weather, for instance), so each man doffs more or less of his underwear, temporarily stores it in his "clean" locker, and proceeds to wash.

He can use either the 5 ft. diameter pedestal type basins (*See p. 80 of our last issue*) for a quick hand wash or the normal type of wash basins arranged around the walls, take a sitting or full-length bath or have a shower. Eight men can use each pedestal basin at a time. Controls are foot-operated, leaving the hands free, and four liquid soap containers are an integral part of the fitting.

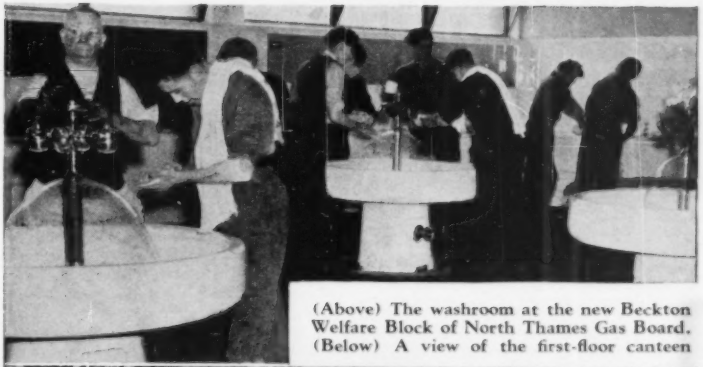
Wash- or Vacuum-Up

If a man decides to have a bath, he can have a clean towel which is laundered on the premises in a small laundry equipped with two electric washing machines and a large capacity dryer. The towel is completely washed and dried within 40 minutes of its being handed in soiled. Two bins contain the used towels, one marked simply "Dirty towels," the other "Very dirty towels," so that the laundry can deal adequately with those that need the most attention. Towels are issued against tokens. "No token, no towel," is the rule.

Shower baths are arranged in the usual way in rows, each compartment being curtained off. Before the building was completed it was thought that the curtains would not be necessary, but it was soon found that the men wanted the privacy that the curtains afforded. Both showers and complete baths are most popular.

I should have mentioned that before attempting to wash their hands, those men who have especially dirty jobs which badly soil their hands can remove the worst of the tar and other substances in a separate room, where cans of linseed oil are available for this purpose. Paper towels are used to prepare the hands for normal washing. Thus, the undue soiling of towels is prevented and soap consumption kept down. This facility is essential at mid-day, when the men come in to wash before going upstairs to eat in the canteen.

It is also possible for the men to brush up and partly cleanse their working clothes in a room where vacuum hoses and nozzles are attached to a suction machine enclosed in the wall. By this means dust and dirt can be quickly removed at dinner time, so that the men do not soil the chairs and tables in the canteen.



(Above) The washroom at the new Beckton Welfare Block of North Thames Gas Board. (Below) A view of the first-floor canteen

Welcome Reaction!

Naturally, a small staff of attendants is necessary for issuing towels, cleaning out the baths, changing the roller towels, squeegeing down the floors (spilt water runs away into drains) and for other tasks.

Foremen, women and youths under 18 have their own washing and changing rooms, segregated from the rooms used by the men, but with the same facilities.

Mr. G. T. Stewart, the welfare officer, told me he was a little sceptical of the amount of use to which these changing and washing rooms would be put by the workpeople—but this was before he had seen the centre in operation. He was amazed at the response. Only a very small percentage of the men do not wash and change in the building. Having had some years' experience in factories and of welfare work in industry, Mr. Stewart said that if anybody had suggested to him that ten minutes after clocking-off time he would still find dozens of men still on the premises he would have laughed him to scorn. But that is just what does happen regularly now. The employees are granted no more working time off in which to change and wash than they had before the new welfare building was erected, but so much do they appreciate and enjoy the opportunity to wash and bath and generally freshen themselves up after the day's work that they appear almost loth to go. Five, ten, fifteen minutes—sometimes even half-an-hour after normal working hours some can always be seen leisurely washing and changing—unless, of course, they have an urgent "date."

I hardly need to point out the boon which these facilities are for the employees. They can come to work in their best clothes if they wish, with the knowledge that after hours they can wash, change back into them and emerge ready, if need be, to "meet the wife" or girl friend without having to go home.

The management say they have had little or no trouble with "sabotage"; the Works Committee is a strong body which acts as a valuable liaison between management and employees and is sufficiently respected to be able

(Concluded overleaf.)

Youth - In - Industry at Bournville

Curiously enough, the Bournville Girls' Athletic Club was founded a year before the Boys' Club—in 1899. When the question of the Jubilee celebrations came up, it was decided to combine the two clubs' festivities and to invite young athletes from throughout British industry to take part. The culmination of about two years' planning and co-operation was the Youth Festival of July 1 last, when over 1,600 youths and girls took part in a comprehensive programme of sport and games.

ALTHOUGH this impressive event originated with Cadbury's, its chief interest for the "personnel" visitor lay in the demonstration it gave of the major part sport plays today in welfare schemes all over the country. Not only did the visiting teams come from all corners of Britain except Eire, they represented a cross-section of British industry and commerce. Entries had been sent in from the company which constructed the "Brabazon" aeroplane; the owners of the "Queen Elizabeth" and the "Queen Mary" were represented; there were teams from armament firms and makers of heavy electrical equipment. At the other end of the manufacturing scale were cigarette manufacturers and firms in the food, textile, chemical, printing, pottery and footwear industries. Commerce and retail distribution had representatives in young employees of some of the "Big Five" banks, multiple outfitters, co-operative societies and a large general store. Nationalised industries such as British Railways, some of the Gas Boards, London Transport, the G.P.O. and the B.B.C. took part and the Ministry of Supply was alsothere.

There were competitors from overseas, too. France was represented by a basket-ball team of youths from the *Manufacture de Tapis et de Couvertures* (a carpet firm) of Beauvais; they also demonstrated French folk-dancing and singing in the evening when the athletic contests were over. A team of swimmers and water-polo players from the Royal Netherlands Swimming Club, of Amsterdam, displayed their skill in the Bournville Lido and played a match against a Midland League water-polo team. The Dutch team included Leni Lanting-Keller, Holland's champion lady diver. There were also schoolboy gymnasts from Denmark.

Moving around the picturesque and splendidly maintained sports ground, one found many indications of a fine team spirit and a sort of *esprit de corps* (to mix two languages, an *esprit de* firm!). Many of the teams had brought banners displaying the name of their firms and these were rallying points for their members.

In addition to most of the usual track and field events there were individual and team contests in cricket (boys and girls in separate teams), swimming and diving, net-ball, basket-ball, rounders, lawn tennis and—a sport which, perhaps, is not usually associated with works clubs—archery.

After a morning and afternoon of strenuous competition, there were evening demonstrations by experts of international fame in table tennis, national styles of dancing, roller-skating, gymnastics and football-tennis. There were also bands, films, concerts and dancing. For those who had come long distances there were again beds for Saturday night.

Of course, all this entailed a vast amount of organising skill and hard work on details. Mr. W. E. Cossons, normally concerned with the firm's publications was chairman of the Festival Committee. The sub-committees were seven and dealt with hospitality, athletics, team activities, the evening programme, catering, swimming and decorations. Many officials of the Midland and Birmingham sporting organisations and the Birmingham Education Authority also gave much valuable aid, not only on the day but with the preliminary tasks. Much help was also given by the Central Council for Physical Recreation and the Industrial Welfare Society.

Mr. Laurance Cadbury, chairman of the company, was president of the Festival and his two vice-presidents were Miss D. A. Cadbury (a managing director) who is president of the Girls' Athletic Club, and Mr. C. W. Gillett (also a managing director) who is president of the Youth's Club. Among the distinguished people present was Dame Elizabeth Cadbury, who at 92 is the oldest member of the Girls' Athletic Club.

The chief organisers hope that this year's Festival may show the way to the promotion of sporting competitions on a national scale for youth in industry, with finals, perhaps, at Wembley Stadium.

Welfare in

A Nationalised Industry

from p. 119

to deal adequately with any recalcitrants.

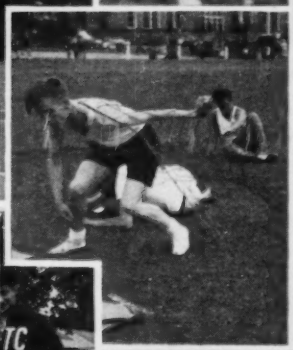
I have left little space to describe the amenities of the first floor of the centre. Chief of them is, of course, the canteen, which was designed to seat 600 at once but normally handles 500 diners at a sitting. Separate tables for four are provided. Laid out and equipped on the most modern lines, the dining-room has two rows of supporting concrete pillars finished with blue tiling. Running down the length of each pillar is fluting or grooving which allows roller shutters to be dropped if either of the sides of the canteen needs to be shut off for any special purpose.

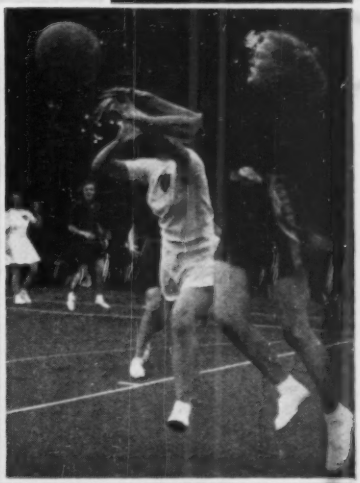
Separate dining-rooms are used by foremen, office staff, and chief administrative officers. The kitchen and storerooms are naturally as up-to-date as they can be.

A large games room for the workers in general and a small one for juniors are also among the welfare facilities on this floor. The main dining-room serves admirably for dances, concerts and film shows.

One feature of this building is new to me. This is the excellent sound-reducing ceilings fitted throughout, made of an acoustic type of fibre board 1½ in. thick, with holes drilled in it at regular intervals. I was told that the sound is absorbed by the holes and dispersed through the material. From my own experience this seems to me to be a particularly effective method of ensuring good acoustic properties in a building, which with air-conditioning, modern decoration and lighting provides most pleasant surroundings and conditions for all occasions.

SCENES FROM CADBURY'S YOUTH FESTIVAL





P. M. & W.

WORKS FILM SERVICE

Factory Quiz

By R. N. PATERSON, M.I.A.M.A.

ASSOCIATED BRITISH-PATHE LTD.

WORKS executives who start a films programme within their organisation almost always become keen 16 mm. film enthusiasts, which means that, sooner or later, they begin to think seriously of making their own films. A growing number of welfare and works relations officers have started some very efficient little film units and are turning out very competently-made films. There are a great many welfare officers, however, who aspire to film making but are not quite sure of the essential principles, and I get such questions as "Can films be made quite cheaply, is the equipment bulky and difficult to use?" "Where can one receive instruction in film making?" "Are there any books written on the subject?" etc. and in this article I will give a few guiding tips without attempting to go into practical details. These will have to follow in a later article.

As in previous articles I will use the "quiz" method of supplying essential information.

"Can films be made in a works without bulky and elaborate equipment?"

The answer to this query is supplied by many firms who are making their own films and using them for instruction and works relations in their factories. The executives behind these film units are firstly real 16 mm. film "fans" and in most cases have taken the trouble to learn all there is to know about making sub-standard films. They have trained selected members of their staff to help with the film production and the units are run in the same efficient manners as their counterparts in the big studios. It is not so much the question of the size of the equipment that governs the making of films in a works as the capacity of the film unit to take pains to learn the art of film-making in easy stages.

A double cutting table by Pathé Equipment Ltd. in regular use in a "film-conscious" factory

The 16 mm. film camera is quite a small piece of apparatus, but is, none the less, efficient and, in the hands of a careful operator, can be a very useful adjunct in the welfare department.

"What apparatus does a beginner need to make films?"

Assuming that the welfare officer who plans to make his own films is prepared to start from the beginning and does not aim to make a "super" works film immediately, then he will require as a start a simple camera of well-known manufacture, one or two studio photoflood lamps with stands, an exposure meter and a supply of Kodak "reversal" panchromatic film stock. Reversal film is the best type of film stock for the beginner as it does not require printing and when returned from being processed is all ready for use in the projector.

One need not spend more than £40 to £60 on a 16 mm. film camera; there are more elaborate and expensive models, but these should be avoided until proficiency is achieved with the simple model. Your camera should have interchangeable lenses, have motor power, variable speeds and see that it can take spools with capacity of up to 100 ft. of film.

An exposure meter and an exposure chart are essential and so, too, are the photofloods for interior scenes.

New Film Catalogue

G.B.'s new season's 16 mm. releases include many impressive productions. Technicolor releases include the Blue Lagoon, Trottie True and Christopher Columbus. In the feature section are Ride the Pink Horse and the Saxon Charm, Diamond City, The History of Mr. Polly, Passport to Plimlico, Whisky Galore and A Run For Your Money, The Chiltern Hundreds, Kind Hearts and Coronets, It's Not Cricket, Cardboard Cavalier, and new comedies and Westerns.

Additional subjects will be found throughout the Shorts section of the catalogue—Technicolor Cartoons, This Modern Age, Variety and Musical numbers, Religious and Industrial subjects.

Works Film Officers and others interested should send for copies of the catalogue, price 2s. 6d. from the G. B. Film Library, Aintree Road, Perivale, Middlesex.

PARTNERSHIP SPORTS GROUND

By WINIFRED D. BROWN

Some of the 3,000 visitors at the opening of Oldham's new Sports Ground

FROM where I stood, I had the choice of two contrasting—but equally interesting—scenes.

Dominating the one on my left was a huge marquee, where rows of white-clothed tables, and stacks of cups, saucers and plates awaited the arrival of hungry and thirsty tea-ticket holders. A little to the rear of me, and in the centre of the field, side-shows that would have done credit to South Shore, Blackpool, were collecting crowds—and coppers—at an encouraging rate, while, if the queue outside the fortune-teller's tent was anything to go by, "business" inside was equally brisk. On a special running track, laid out on two sides of the field, youngsters of all ages were at least earning the ice-creams and bottles of "pop" which their elders needed little coaxing to buy for them. Two out of every three children I met seemed to be either licking an ice or sucking a bottle.

In the centre of the arena, a boxing stadium was the centre of attraction—at the moment—for most of the small boys present. Later—when Mickey McKay, contender for the Empire bantam championship, and other local boxing stars arrived to give the exhibition billed on the programme the stadium would doubtless provide an equal attraction for the fathers present.

The scene on my right was a less varied one—its dominating features were the huge bulldozers which, even on a Saturday afternoon, were churning up the thick clay with a zeal equalling that of the ice-cream and lemonade-earning youngsters.

Yet both scenes were part and parcel of the same enterprise—the future sports and social centre at Broomstair, Hyde, which Oldham and Son Ltd. of Denton, Manchester, hope to develop in joint partnership with their employees.

Pound-for-Pound Buys The New Site

Last April, some 21 acres of ground bordered by the Peak Forest Canal, the River Thame, and Manchester Road, Hyde, were acquired as a site for the new centre. Seven-and-a-half acres will form a sports ground. For the more energetic members there will be hockey, football and cricket pitches, and tennis courts. Older members will have their own bowling green. Future plans also include provision for indoor games—including billiards—and for dancing and musical and dramatic shows. There will also be a car park, and a children's playground.

Members of the Oldham Social and Sports Association, formed last year under the presidency of Mr. John Oldham, O.B.E., J.P. (chairman and joint managing director) are contributing 6d. a week towards the cost of laying out the new Centre, and the management are subscribing £1 for each £1 thus collected. And the Annual Garden Party, held on July 29th on the new ground provided the occasion for its official "opening" by Mr. John Oldham—and a further source of revenue for "The Fund."

Mr. Oldham said: "All work and no play" made Jack a very dull boy indeed He hoped "the young 'uns"—using the facilities offered by the new Centre—would win fresh laurels for the firm in the realms of sport; the management would give them direct help wherever possible.

Miss Eileen Bradbury—an employee of the firm who has been elected by her fellow workers as the firm's "Personality Girl" for the year and will act as hostess to the Centre during her year of office—was among those who took part in the opening ceremony, at which Mr. R. Martin presided.

Another "Oldham Occasion"—the Chairman talks to the members of the firm at their recent Blackpool outing

Catering Wages Report

THE Catering Wages Commission have presented a Report of their inquiry into the operation of the Catering Wages Act in the hotel industry. (The Report is published by H.M. Stationery Office, Cmd. 8004, 5s.)

The Report emphasises the continued need for Wages Board machinery in the hotel industry, but suggests that the Board for the unlicensed section of the industry be abolished and a single Board set up for both licensed and unlicensed residential establishments in England, Scotland and Wales. If this suggestion is accepted, the Board should make separate proposals for large London establishments, large provincial establishments and small establishments wherever situated. For each of these three classes of establishment the Board should have the assistance of a committee appointed by the Minister in accordance with the Act. The Commission are of the opinion that a case for separate Scottish Boards has not been established, but recommend suitable representation of Scottish interests on the proposed Board and committees.

The Commission also suggest that, pending the setting up of a single Board, or if the proposal for a single Board is not accepted, the Wages Board for Licensed Residential Establishments be asked to give immediate attention to certain provisions of the existing Wages Regulation Order. On the question of seasonal establishments, the Commission feel that a case for differential treatment has not been made out.

The Commission propose that a joint national committee should be established to examine the whole problem of tipping as a matter of urgency.

Criticism from the Industry

The British Hotels and Restaurants Association, commenting on the Report, expressed disappointment that the Commission had not made any recommendations which would enable hotels to improve services or reduce charges in the near future. Proposals for minor changes in the regulations still had to be brought before the Wages Boards and would not operate for months. On the subject of tipping, the Association stated that it was apparent the Commission was reluctant to confirm its previous recommendation that tipping should not be taken into account in fixing wage rates, and another inquiry would still further delay any realistic treatment of the matter.

The Caterers' Association of Great Britain stated that the recommendations were altogether too timid, and the fact that there was no investigation of the position of licensed restaurants robbed the Report of much of its value, as the problems of hotels and licensed restaurants were inextricably involved.

WAGES NEWS

B.B.C.—The B.B.C. Board of Governors have lifted the wage "freeze" in respect of some 4,000 of its clerical staff who have now received increases ranging from 4s. 6d. to 14s. 6d. per week.

CIVIL SERVICE. — Increases in salaries of the highest grades of Civil Servants, recommended by the Chorley Committee nearly two years ago, are to be given from October 1 this year. Increases will be granted in two stages—the first in October next and the second in October, 1951. Increases were recommended as follows: Permanent Secretary to the Treasury, from £3,750 to £5,000; salaries of other permanent secretaries, from £3,500 to £4,500; deputy secretaries, from £2,500 to £3,250; under-secretaries, from £2,000 to £2,500; assistant secretaries, from £1,700 to £2,000 (maximum) and from £1,320 to £1,500 (minimum).

FARMING.—The National Union of Agricultural Workers has submitted a claim to the Agricultural Wages Board for a substantial increase in minimum wage rates of agricultural workers, a reduction in the working week from 47 to 44 hours and a second week's annual holiday with pay.

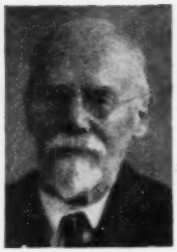
HOSIERY. — Both sides of the National Joint Industrial Council for the hosiery industry have agreed to seek a revision of the current agreement governing wages and conditions. The union is committed to demand a fortnight's holiday with pay, instead of one week as at present, and increased overtime rates.

MINING.—The National Union of Mineworkers have refused the offer of the National Coal Board to increase minimum rates by 5s. per week, and has referred to the National Reference Tribunal a claim for a revision of the cost-of-living agreement.

The Colliery Winders' Federation of Great Britain has given notice that it wishes to bring before the National Arbitration Tribunal for the third time its dispute with the National Coal Board concerning the claim for a flat rate of £1 15s. per shift.

POST OFFICE.—Pay increases ranging from 3s. to 9s. per week have been awarded to qualified Post Office engineers, amounting to an estimated annual cost of more than £1,000,000.

RAILWAYS.—The National Union of Railwaymen has submitted a claim for a wage increase of 10 per cent for all its members. This also covers the lower paid men who have just received an increase of 3s. 6d. per week.



We join our congratulations to those already received by Mr. Theodore C. Taylor (*above, left*) **on the attainment of his Century. He is still the very active chairman of J. T. and J. Taylor Ltd., where profit sharing has been in force since 1892.** (*Above, right*) **Miss Doreen Stiven, B.A., new Welfare and Personnel Manager at Dunlop's Hirwaun (S. Wales) factory. She was formerly with the Truvox Engineering Co. Ltd.**

Unions' Role In Production

REPORT of the team of British trade unionists which visited the United States last year to investigate the rôle of unions in increasing productivity in that country has been published by the T.U.C. The views expressed are those of the team and are to be considered by the T.U.C.'s production committee.

It is proposed that the T.U.C. should have a competent technical staff to give help and guidance in the establishment of union production departments, and to provide direct services to unions too small to engage their own staffs, and that consideration be given to the employment of full-time staff, including technicians and production engineers, in some of the T.U.C.'s regional advisory committees to give help to unions and shop stewards. These suggestions are supplementary to a proposal that larger unions and federations should set up production engineering departments and train production engineers for their national and district offices to protect and further the interests of their members. The purpose of these proposals is to enable the trade unionist to co-operate fully in the application of scientific management methods which, it is suggested, can make a valuable contribution to increasing productivity in industry.

Other recommendations include one on ways in which trade unions might exert their influence to decrease prices, and a suggestion that unions should be prepared to give technical assistance to firms whose profit margins are falling to the extent of threatening wage levels and security of employment.

Rearmament & Industry

FOLLOWING discussions between the Minister of State for Economic Affairs and representatives of the British Employers' Confederation, the Federation of British Industries and the T.U.C., arrangements are being made for continuous consultations between the Government and both sides of industry to ensure that the necessary changes in labour allocation and productive capacity can be made with the minimum of interference with the country's economic recovery and normal output.

Reference to labour problems at these discussions were concerned mainly with obtaining the best use of present unemployed man-power so that disturbance of the present pattern of employment can be postponed. It is feared that recent gains in productivity will be jeopardised if a diversion of labour and materials to defence work upsets the rhythm of production for home consumption and export. It is therefore hoped to place contracts in the development areas wherever possible. Appeals to women to return to industry may be made later, but there is no question of direction of labour or similar emergency measures at present.

IN view of the enquiries which have been made, the Ministry of Labour state that the checking of occupations of certain men in the "Z" Reserve of the Army and equivalent Reserves of the other Services now being carried out is a routine operation designed to simplify the recall procedure if need arises. Apart from the fact that many men will change their jobs, the basis of reservation is likely to change as circumstances alter, and for these reasons and on security grounds it is not proposed to publish a list of reserved occupations nor to give the individual men any decision whether they are or are not to be regarded as reserved in the event of emergency. For the same reasons representations for deferment of recall will serve no useful purpose and will not be entertained.

Mr. G. R. Hirst (seated), general manager of Lewis's (Leeds) Ltd., endorses the good work of two Prize-winners from the firm's Junior College, watched by Mr. P. Gamble, staff director; Miss A. E. Dunlop, publicity manager; and Miss M. L. Dawson, training manager

CIVIL DEFENCE EXCHANGES

MEMBERS of American Civil Defence organisations may soon, we understand, attend courses at British C.D. training centres as part of an interchange project recently discussed by Sir John N. Hodsoll, Director-General of Civil Defence Training, and Mr. S. F. Wilkinson, Under-Secretary at the Ministry of Health in charge of Civil Defence, with American officials during a two weeks' visit to the United States.

Speaking to American and other newspaper correspondents, Sir John said: "We feel that some of the experience Britain gained during the war, which is being made freely available, will be of some help to the Civil Defence Office of the National Security Resources Board. (The Board is in charge of home-front mobilisation and Civil Defence.)

"Coming to it with as fresh an approach as you in the United States, we on our side should get much benefit from the close collaboration now being built up," he added.

British officials attended a preview of Civil Defence arrangements conducted by local authorities at Seattle early in July. They then visited Washington for discussions with Mr. Symington, chairman of the Resources Board; Mr. Larsen, director of its Civil Defence Office, and other Federal officials.

Health Staff's Disputes Panel

FOURTEEN Regional Appeals Committees are to be set up to deal with staff disputes affecting terms and conditions of employment of individuals engaged in the National Health Service. They will consist of equal numbers of the management and staff sides of the Whitley Council, management members being selected from regional hospital boards, boards of governors, executive councils, county and borough councils, etc., and the staff side from representatives of professional organisations and trade unions.

J.I.C. for "Nationals"?

THE T.U.C. General Council is considering the establishment of a joint council representing the governing bodies of nationalised industries and all the unions concerned in such industries. The proposal arises from a resolution moved by the National Union of Mineworkers at last year's Trades Union Congress.

Work Test

SIX cotton operatives employed by John Pilling Ltd., Rochdale, are taking part in a test being conducted by members of the psychological research section of the Medical Research Council. The test is being made to observe the psychological effect on operatives doing repetitive work when carrying a normal load, an overload and an underload. The Council is conducting similar experiments in different industries.

Pensions Schemes and Income-tax

THE Chancellor of the Exchequer has appointed a committee to review the Income-tax treatment of superannuation and pensions schemes and of contributions made under such schemes.

The committee will also consider whether further Income-tax relief should be given for other kinds of payments which people may make during their lives to provide for their retirement or

for their dependents. In this connection the committee is to pay special attention to the position of self-employed persons and others who are not subject to any pension scheme.

Congress of Opthalmology

INDUSTRIAL ophthalmology is a relatively new development. Today ophthalmologists are leaving their clinics and going into factories, and both employers and employees are becoming conscious of eye hazards and the need for their elimination. An excellent exhibition, held in conjunction with the recent international ophthalmic congress, demonstrated some of the means of preventing eye accidents and promoting visual health. Clinical equipment, optical devices for close work, safety goggles and shields, first-aid treatments, training and rehabilitation for the blind and for victims of miners' nystagmus, manufacture and fitting of contact lenses and artificial eyes were amongst the many interesting demonstrations showing what can be done to preserve the worker's sight or to help when vision has been seriously impaired or lost.

T.B. Experiment

AN extensive medical experiment, likely to last five years, is being undertaken in the Rhondda area by the pneumoconiosis research unit of the Medical Research Council in an effort to determine whether scientists, with the help and co-operation of the community, can rid a mining population of this threat to their health.

The Little Rhondda Valley has been chosen for the experiment, because of its size, shape and position, and the work of examining the whole population by mass radiography starts this month. The object is to test the theory that serious cases of pneumoconiosis are due to a combination of tuberculous infection and the effects of dust in the lungs.

A THREE-DAY residential course for Foremen and Supervisors on Friday, Saturday and Sunday, September 8, 9 and 10 next has been organised at "Primrose Hill," Birmingham, by the Institute of Industrial Supervisors. This is the third of such courses to be planned and the two earlier sessions have proved of the greatest value. "Primrose Hill" is the University of Birmingham centre for Continued Studies.

Fee for the Course is £2 15s. and enquiries should be sent to the General Secretary, I.I.S., 47 Temple Row, Birmingham 2.

"Youth in Industry"

THE conference, organised by the Oxford University Department of Education last month, considered the reception of young people into industry. Lord Verulam, opening the conference, suggested that the tradition that the dull and stupid things were always to be done by juveniles had no foundation in logic, and the use of older people seemed to be one way of tackling the "blind alley" jobs. While the great educational institutions of this country were beyond the reach of most people, we should be constantly trying to make of industry something of "a university without walls," where training and education could be continued under reasonable conditions. He stated that although industry was taking in boys and girls who had a great deal of money spent upon them to make them healthy, it still did not regard health as a subject for consideration. It was not that firms transgressed against factory legislation, but they were not prepared to see the importance of going a little beyond the minimum. He believed that every boy and girl in industry should be medically examined, during working hours, every six months.

Mr. C. H. Beckett, N.U.G. and M.W., said that there was a danger that the prospect of National Service within three years of leaving school might cause a boy not only to defer serious thought about a career, but also to regard with indifference what happened to him in the meantime. It was difficult to get a boy to wish to return to a monotonous, repetitive job, and it was essential in such a case to introduce some form of variety in order to capture the young worker's interest.

Mr. John Marsh, director of the Industrial Welfare Society, suggested that the present apprenticeship system needed to be modernised. Trade unions, especially the craft unions, were very jealous about entry into their crafts, and employers needed to get together to see if the period of apprenticeship could be reduced and new methods tried out. He also suggested that there should be established in industry youth committees where young people could discuss with management, foremen and trade union representatives their own particular problems.

BRATHAY HALL

TRUSTEES of Brathay Hall, the Windermere training centre for boys (15-19) in industry to which we have referred in previous issues, announce a complete new programme of 4-week courses, to commence in October. The purpose of the "Brathay Ideal" remains unchanged:— to develop self-reliance among adolescents; to create a realisation of the individual's responsibility to the community of which he is a part; and so to build up these industrial recruits, mentally morally and physically as to enable them to overcome the enormous gap between school life and industry. It has, however, been found that the courses already held have been far too short to give either boys or instructors a fair chance, and it has been agreed in consultation with firms who have already sent representatives to Brathay that one month represents the optimum period.

Boys will be grouped under "Leaders" who will live with them and initiate them into sailing, fell-walking, horticulture, handcrafts and self-expression in many forms. Composition of the groups will accord with the general condition and physique of the boys. During the working day, members of a group will work together, and the outdoor work will be adjusted to accord with the physical rating of that group, but care will be taken to limit this restricted association of the boys in the different groups to a minimum. As far as possible, all work will be of such nature that the boys will see the job on hand completed by the end of their stay.

Further particulars may be obtained from Mr. John B. MacMillan, director, Brathay Hall, Ambleside, Westmorland.

I.W.S. Staff

Mr. J. Jefferson Mr. W. H. Bower

IN view of the increasing commitments of the Industrial Welfare Society, the Executive Committee of Council have approved reorganisation plans and the following appointments are announced:—

Mr. J. Jefferson. Assistant Director (*general services*). To be responsible for Conferences, Area Meetings, Advisory Meetings, Courses and Lecturers.

Mr. W. H. Bower. Assistant Director (*technical services*). To be responsible for Information Service, Library and the technical standards of the Society's work.

Dermatitis is a Management Problem

By

Dr. M. E. M. HERFORD

Deputy Medical Director,
Slough Industrial Health Service

Dermatitis is the most serious single cause of industrial disability and compensation! That alone makes it a matter of great national concern. In spite of this it is surprising to find how little attention is paid in many firms to the elimination of possible causes, to the control of processes irritating to the skin, or the provision of adequate washing facilities. In many cases this lack of attention is due to ignorance, but in many more it is the result of carelessness, and failure to appreciate how heavy the cost of a case of dermatitis may be.

The most valuable investment of a firm is the skill and goodwill of its employees, yet dermatitis may result in the loss of both. Skill is lost and expensive machinery may stand idle when workers develop skin trouble.

ULTIMATELY dermatitis in industry can be said to be due to poor management. Provision of adequate safeguards, of proper washing facilities and control of processes is a function of management; and so disuse or abuse of these things shows bad leadership and poor morale.

Next to pure prevention comes prompt treatment in the earliest stage and careful dressings and supervision. Prompt treatment depends on a number of factors; the worker should know the risks he runs and how to recognise trouble in the early stages. Proper treatment must be readily available, and this means not only initial dressings but repeated dressings under skilled supervision.

Generally speaking, two types of individuals develop dermatitis, those with special susceptibility and those who are careless in exposure to risk and in personal hygiene. The first group should be excluded by careful selection, and the second should be controlled and educated by adequate supervision when proper facilities have been provided. Simple though these things may sound, very little has been done to develop preventative measures or provide facilities for treatment for the bulk of our industrial population. In the early stages of dermatitis the worker is ignorant of the danger or hopes for the best, particularly since a visit to his doctor may involve a couple of hours on a bench at the end of a day's work. Having seen his doctor he is often left with a bottle of lotion and a few dressings, to look after himself for a week. During that time he is left to his own devices, frequently with a certificate to say he is unfit for work because the possibility of alternative employment has not been investigated or even considered.

Frequentiy, too, during this period lack of work leads to preoccupation with an itch and a vicious circle is established of itching and scratching which exacerbates the condition and increases the itch. It is not uncommon to see patients whose condition has become obviously worse, not only because of this, but because for some reason the treatment supplied did not suit them. When asked why they did not ask further advice they reply, "Oh doctor, I thought it was bringing the rash out."

What is the Answer?

Perhaps enough has been said to indicate the extent and nature of the problem. How should it be tackled? The solution depends undoubtedly on co-operation between workers, management and medical staff, including doctor and nurse.

In view of the fact, already mentioned, that most firms in Britain are small, it will probably be said that few can afford to have a full medical department. The only answer to the problem is undoubtedly a group service for small firms on an "area" basis, and in this connection it may be of general interest to describe very briefly how the problem is being tackled in one area at the present time.

In 1947 on the Trading Estate at Slough, the Nuffield Foundation, in co-operation with a few of the larger firms in the area, initiated a pioneer unit to develop a comprehensive medical service for small firms. At the present time the Slough Industrial Health Service is looking after 14,000 workers in 128 firms. The Service is run from a Central Clinic with full treatment and diagnostic facilities, two fully-equipped medical posts, staffed by State Registered Nurses, sited at stategic points on the Trading Estate, and in addition a Mobile Dressing Station equipped as a treatment centre and consulting room. This goes to groups of firms not conveniently sited to be served by any of the other centres. A few firms have their own medical department with nursing staff. All these centres are visited daily by a doctor. All firms are visited on joining the Service and a survey made of environmental conditions and potential hazards. A doctor and nurse visit each firm regularly to keep in touch with management and workers, and to learn of any changes. There are many other functions and features of the Service which must be ignored because they are outside the scope of this article.

Overall Check

At the Central Clinic a skin clinic is held once a week to supervise cases of dermatitis referred not only by doctors in the Service but by general practitioners in the area. Immediately a case of dermatitis is observed, the condition of work and washing facilities are investigated and the problem discussed with the management concerned so that further incidents may be avoided. Factories are visited regularly by nursing and medical staff to see conditions of work and suggest improvements.

Rather than put the individual off work every effort is made to find an alternative job. The man is thus

(*Concluded on page* 129.)

Care of the Refrigerator

THOUGH refrigerators have certain limitations their usefulness in the storage of perishable foodstuffs cannot be over-emphasised. It must always be borne in mind that storage in a refrigerator will not render an unsound food sound, nor will such storage render any food sterile; the most that can be expected is a prolongation of storage life by providing a temperature which will inhibit the growth and reproduction of putrefactive organisms and ensuring that conditions of storage least favourable to the possible infection of left-over and pre-cooked dishes are maintained.

The desirability of having a refrigerator in the home or canteen is generally agreed upon, but the treatment of the refrigerator after installation is not always well understood. The temperature of the refrigerator cabinet is usually held at between 34 deg. F. and 38 deg. F.; the motor operates at the higher temperature and cuts out when the lower temperature is reached. Too frequent opening of the cabinet door will result in increased wear and tear of the motor in its efforts to maintain a stable and uniform temperature within the cabinet. Slamming the refrigerator may cause the thermostat mechanism to operate, with the result that the motor is started up again for a brief spell. This should be avoided wherever possible.

Most manufacturers of refrigerators indicate the best way of de-frosting their particular models and such instructions should be implicitly followed. The practice of de-frosting should be carried out as often as may be necessary, and during the operation the cabinet should be entirely cleared of food and should be cleaned out thoroughly afterwards. The temptation to assist the process of defrosting by chipping the ice from exposed pipe coils should be overcome, for the resultant damage might well be costly.

On no account should the refrigerator cabinet be used as a "rapid cooler" for any form of heated foodstuff. To put hot food into the cabinet is to raise the temperature inside the cabinet along with that of the other foodstuffs already stored there. This is a dangerous and foolish practice.

Like any other food store the refrigerator cabinet will soon become a collecting place for bits and pieces of left-over foodstuffs and a daily inspection is advisable. Use your refrigerator wisely and it will save you pounds, use your refrigerator carelessly and it will cost you pounds.

THE DIABETIC WORKER

THE manager of even the smallest canteen may be asked to supply meals for a worker who suffers from diabetes. Catering for an occasional diabetic need not be burdensome, though some extra work is involved; after all, the function of the canteen its service to the workers who use it, and staff who regard catering for the needs of a particular individual as onerous are failing in their duty.

It is advisable to ask in the first place if the diabetic worker has any particular instructions from his hospital or doctor regarding his diet. University College Hospital issue a pamphlet called "Diabetes and Food Rationing" (*H. K. Lewis and Co. Ltd.*) (1*s.* 3*d.*), which contains much valuable advice and specimen diets for diabetic patients. Another well-known pamphlet is Lawrence's "Line-Ration Scheme."

To know how much of the various foodstuffs should be given to the diabetic patient is equally as important as to know the kind of foodstuffs that are permissible and in what manner they should be prepared.

Most diabetics carry a few sugar lumps or boiled sweets for use at the first sign of an insulin attack. It is a wise precaution to ensure that someone on the staff knows what to do in case the diabetic worker is taken suddenly ill. Further advice may be obtained from—

The Diabetic Association
124 Baker Street, London, W.1

50,000 "Cuppa's"!

Stott's latest "Multipot" has an automatic quick-service nozzle and is strongly constructed

RECENT celebrations by Imperial Chemical Industries Ltd., to mark the centenary of chemical manufacture in Widnes involved an outdoor catering problem of considerable magnitude.

The combined thirst of 15,000 guests on a hot June afternoon involves a forecast of tea, not by the teapot, but by the ton, and the Widnes Undertaking, North Western Gas Board, made plans accordingly.

"Stotts of Oldham" lent 10 "Magna" water boilers for the occasion and these were connected to the mains by 660 yards of 4 in. and 1 in. gas pipe.

About 50,000 cups of tea were served using approximately 9.7 tons of boiling water and the caterers report that never at any time did the supply of boiling water lag behind the enormous demand.

New murals decorate the executive's canteen at the Netherton Works of M. and W. Grazebrook Ltd., whose bicentenary has just been celebrated.
(*See story in our April issue*)

Dermatitis Problem—*from page 127*

kept at work and instead of being left to his own devices is seen and dressed daily by a competent nurse who can obtain advice if improvement is slow. In many cases if the patient is having expert treatment and close supervision he may remain on the same job and yet recover rapidly. If he does not improve, another job can be found to keep him from idleness.

Simple remedies are usually best because the aim is to avoid further damage and give nature an opportunity to heal. Since the treatment centres are carefully sited and the Mobile Dressing Station covers the gaps, treatment can be given with the minimum loss of time from work and every encouragement is given for the individual to obtain prompt attention. Medical staff fully acquainted with industrial problems can advise on preventive measures, or instruct workers in their own interests.

The Slough Industrial Health Service is a pioneer unit with many unique features. It is hoped that ultimately it may help in some small measure to set the pattern for a national industrial health service to cover all the small firms in the country. The staff of such a service would consist of specially-trained nurses and doctors, either full-time, or part-time in industry and general practice. They could ensure an adequate service for the whole of industry and help to reduce the incidence of dermatitis from a major to a minor factor in industrial disability.

Payment during Sickness

DEAR SIR,

THE article on page 75 of your issue of August 1950, touches on a subject which closely concerns Personnel Managers, but whilst the writer of the article has referred to the legal aspects of the matter, I feel that few employers keep strictly to the obligations as set out, most of them giving a much wider interpretation.

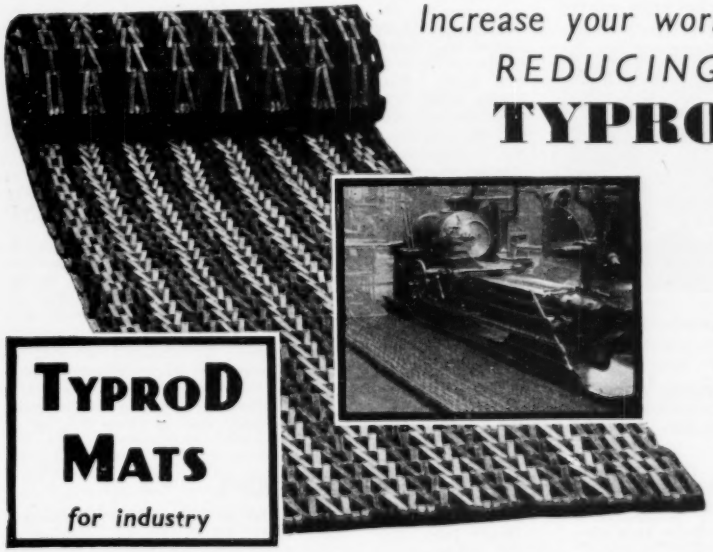
In engineering, it is the practice to pay only for recorded attendance hours for manual workers, and if an employee is away from work for any reason, he receives no pay. Staff conditions vary from firm to firm, but usually ensure payment of salary for a specified period of sickness.

Whilst it is within the right of an employer to terminate an employee's contract of engagement after giving proper notice, the question which often perplexes Personnel Managers is how long it is reasonable to retain a sick person on the books even though he is drawing no money. Few employers would wish to discharge a loyal and trusted employee who has the misfortune to suffer a long spell of sickness from which there is reasonable hope that he will return to work.

It seems to me that judgment in such cases must be for individual managements, and the practice must vary considerably, therefore, in different industries and between firms in the same industry.

May I suggest it might be interesting to your readers if this subject could be expanded somewhat and further information given regarding what is reasonable and good practice. The subject is after all, one for humanitarian considerations after having due regard for the legal requirements.

Yours faithfully,
Davey, Paxman and Co. Ltd.,
Colchester
H. C. LAWRENCE,
Personnel Manager.



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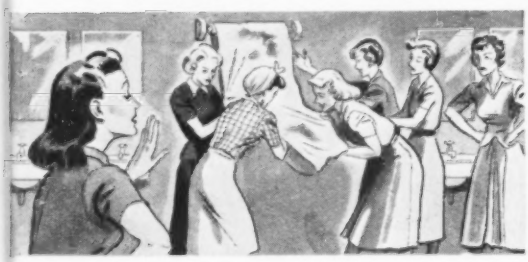
How to cut absenteeism

The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels.



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Summary of Official Publications and New Rulings

STATUTORY INSTRUMENTS

No. 1142. The National Insurance (Industrial Injuries) Colliery Workers Supplementary Scheme Amendment Order, 1950. Dated July 13, 1950, made by the Minister of National Insurance under Sub-Section 8, Section 83 of the National Insurance (Industrial Injuries) Act, 1946. *H.M.S.O.* 2*d*. (Amends the Colliery Workers' Supplementary Scheme relating to rate of supplementary pensions under the scheme during hospital treatment, calculation of pre-accident earnings, etc. Operative as from July 27, 1950.)

No. 1143. The National Insurance (Claims and Payments) Amendment (No. 2) Provisional Regulations, 1950. Dated July 13, 1950, made by the Minister of National Insurance under Sub-Section (4) of Section 77 of the National Insurance Act, 1946 (a). *H.M.S.O.* 3*d*. (Amend the 1948 Regulations so that failure by a person who has not previously claimed sickness benefit, to give notice of incapacity shall not disqualify him for benefit. Also amend provisions for extending time for giving notice of incapacity, and relax in favour of persons who are or were in hospital the provisions relating to proof of good cause for delay in giving such notice. Operative as from July 19, 1950.)

No. 1145. The Factories (Examination of Plant) (Revocation) Order, 1950. Dated July 12, 1950, made by the Minister of Labour and National Service under Regulation 59 of the Defence (General) Regulations, 1939. *H.M.S.O.* 1*d*. (Revokes the Factories (Examination of Plant) Emergency Order, 1941 (c), which required periodic examination of certain classes of plant or machinery (including lifting plant and machinery, steam boilers and steam and air receivers. Operative as from October 1, 1950.)

No. 1170. The Youth Employment Committees Regulations, 1950. Dated July 3, 1950, made by the Minister of Labour and National Service under Sections 1 and 9 of the Employment and Training Act, 1948 (a). *H.M.S.O.* 2*d*. (Provide for Youth Employment Committees to advise and assist the Minister of Labour in connection with the Youth Employment Service in those areas where that service is not being operated by the Local Education Authorities. Operative as from July 24, 1950.)

No. 1220. The National Insurance (Seasonal Workers) Regulations, 1950. Dated July 25, 1950, made by the Minister of National Insurance under Section 13 (4) of the National Insurance Act, 1946 (a), and the National Insurance Joint Authority (b) under Section 10 (3) of that Act. *H.M.S.O.* 2*d*. (Prescribes additional conditions for receipt of unemployment benefit by seasonal workers in periods when they are not normally unemployed and, in certain circumstances, for their contributions as self-employed or non-employed persons to be taken into account for unemployment benefit. Operative as from August 8, 1950.)

GENERAL

Second Report of the Committee on Industrial Productivity. Dated July, 1950. Cmd. 7991. *H.M.S.O.* 4*d*. Report of the deliberations of the committee on matters affecting industrial productivity, and the research and development projects being undertaken by various organisations in that field.

Domestic Science and Dietics. Choice of Careers Series, No. 13. Issued by the Central Youth Employment Executive. *H.M.S.O.* 9*d*.

Accidents: How They Happen and How to Prevent Them. Vol. 4, July, 1950. Issued by the Ministry of Labour and National Service, Factory Department. *H.M.S.O.* 9*d*.

Civil Defence. Manual of Basic Training. Vol. II. Pamphlet No. 6. **Atomic Warfare.** Issued by the Home Office, July, 1950. *H.M.S.O.* 2*s*.

Civil Defence Corps. Training Memorandum. No. 2a. Initial Training of Volunteers. (Full Rescue and Full First-Aid Syllabus). Issued by the Home Office, July, 1950. *H.M.S.O.* 4*d*.

INDUSTRIAL COURT AWARDS

No. 2266. Railway Shopmen. Reference: To determine claim for extension of payment of the Toolroom differential of 4s. per week, to the following staffs: (1) Chargehand fitter and fitter engaged on repairing of all pneumatic tools, hosebags, air hoists, oxy-acetylene cutting and welding pipes, also oxy-acetylene gauges and testing of oxy-acetylene rubber hoses; (2) Three fitters engaged on repairing lathe chucks and fitting of chuck jaws, chain pipe grips, keys, spanners, roller steadying turning and ending tools. Award: The Court found the claim not established. (June 29, 1950.)

No. 2267. Railway Shopmen. Reference: To determine claim that lieu rate arrangements agreed for certain Stores Issuing Staff should be paid to Stores Issuing Staff employed at certain other depots and to Stores Issuers and Storemen employed at Road Motor Engineering Depots. Award: The Court found the claim not established. (June 29, 1950.)

NATIONAL ARBITRATION TRIBUNAL

No. 1463. Rates of Wages and Conditions of Employment of Workers Employed at a Laundry near Wigan. Claim: For establishment of specified rates and conditions. Award: Claim not established. (*June* 7, 1950.)

No. 1464. Rates of Wages and Conditions of Employment of Workers Employed at a Laundry at Gatley, Cheshire. Claim: For establishment of specified rates and conditions. Award: Claim not established. (*June* 7, 1950.)

No. 1465. Annual Holidays in the Leather Producing Industry. Claim: For an additional week's holiday with pay. Award: In favour of the claim; operative from 1951. (*June* 9, 1950.)

No. 1466. Rates of Wages and Conditions of Employment of Certain Workers Employed by a Firm of Book Publishers and Distributors in Fulham. Claim: That company should observe terms and conditions of agreements between the British Federation of Master Printers and the Union and between the British Federation of Master Printers and the Printing and Kindred Trades Federation, covering Manufacturing Stationery and General Print, in respect of their packers, assistant packers and lookers-out employed at their School Contracts Division. Award: Claim not established. (*June* 12, 1950.)

No. 1467. Wages and Conditions of Employment of Certain Watchmen in the Employment of the Tyne Improvement Commission. Claim: That wages paid to workers formerly employed as docks police be not less in ratio to civil police and other police than they were prior to the "Oaksey Award." Award: The Tribunal referred the matter back to the parties to determine rates to be paid to men no longer employed as police but as uniformed watchmen. (*June* 14, 1950.)

No. 1468. Questions as to the Observance of Recognised Terms and Conditions of Employment by a Firm of Builders and Contractors in Kent. Claim: Whether employers were observing recognised terms and conditions of the building industry. Award: The Tribunal found that the company were not observing the recognised terms and conditions and awarded accordingly. (*June* 15, 1950.)

No. 1469. Rates of Wages and Conditions of Employment of Colliery Winding Enginemen in Great Britain (Award No. 1340). Claim: For flat rate of 35s. per shift and for variation of certain conditions of employment of winding enginemen. Award: The Tribunal reiterated their view expressed in

(*Concluded on page* 140.)

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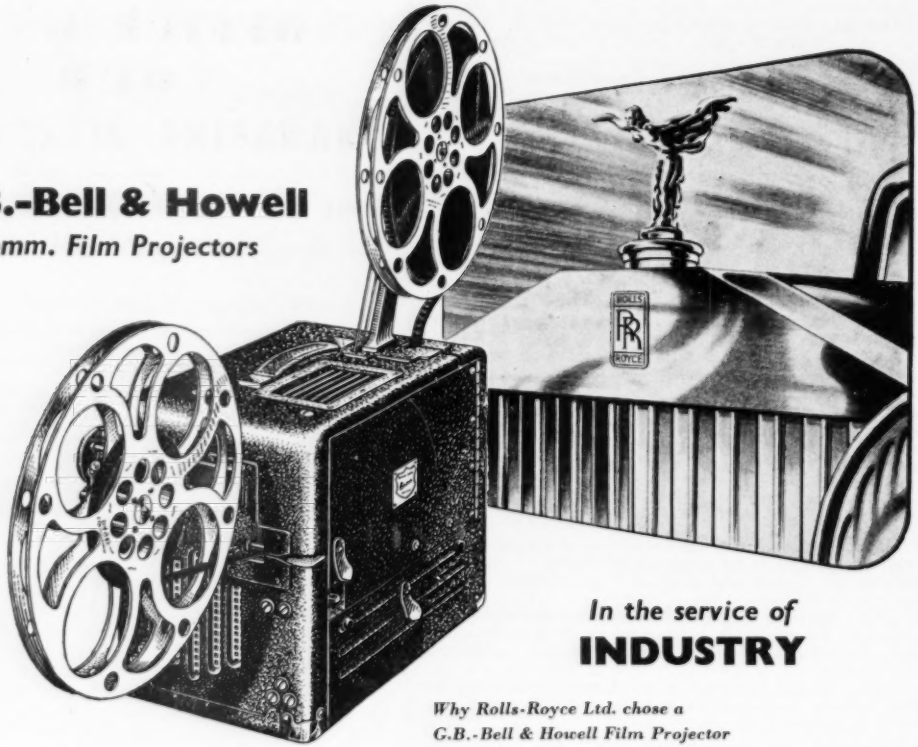

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(HEALTH)

The Wet Clothes Menace

WITH winter coming on, industrial M.O.'s and Welfare Officers will be preparing to face the apparently inevitable annual wastage caused by avoidable absenteeism—alias coughs and colds. Literally thousands of man-hours are lost each year in this way and any means of reducing the drain on production which results will be welcomed by industry throughout the country.

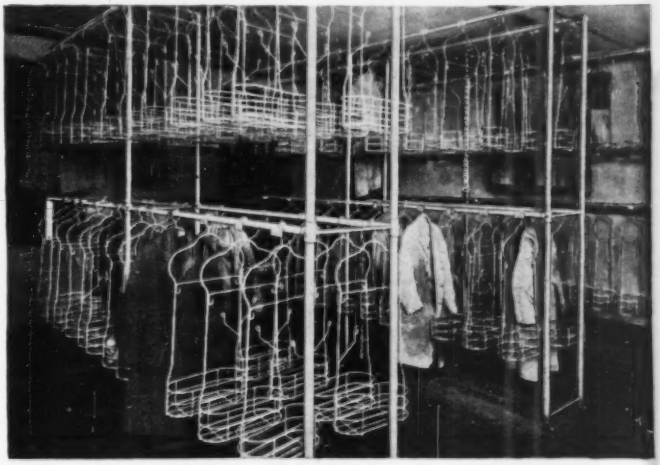
Prophylactics—doses and injections—have their place in the defence plans, but they cannot materially affect one root-cause of the trouble. This is getting wet and sitting or working in clothes that have got thoroughly damp. It is here that a good deal can be done.

Even where clothes are changed on arrival at work the risk run by changing back into them for the journey home can be equally dangerous to health—and production. Any method by which garments can be dried out and ready for re-use is therefore of considerable value.

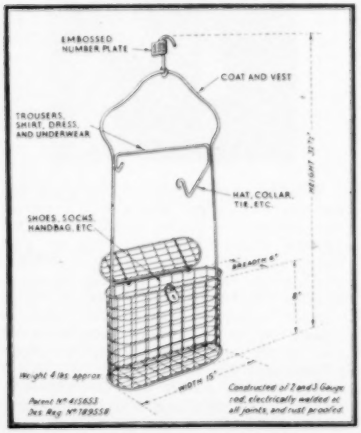
Welfare Officers have made big efforts to remedy the trouble by installing lockers, in which workers could put their wet clothing. As an idea, it appears to be sound enough, but in practice disappointing.

Investigation showed that wet garments put away in unventilated lockers were still damp, and even wet, when workers needed them for going home, the reason being that it was impossible for them to dry when bundled into a receptacle in which air could neither escape nor enter. In fact, this mode of storage produced a musty and unwholesome atmosphere, besides giving the garments a bedraggled look.

It has been found that a very great improvement results when garments are spread out—as they would be at home—for the air to circulate freely about them. Even better results followed the placing of these hangers over steam pipes or other heating elements. A great many firms have already adopted this "welfare facility" with admirable effect and we illustrate an installation which shows clearly how the system works. We also show a "close-up" of a new safety hanger which is the answer to the problem of pilferage—almost as great an industrial curse as illness! **(PM/280.)**



Two-tier clothes hanger installation in a medium-sized factory, showing economy of space. (Below) Detailed drawing of the latest model with locked receptacle for valuables


EMBOSSED NUMBER PLATE
COAT AND VEST
TROUSERS, SHIRT, DRESS, AND UNDERWEAR
HAT, COLLAR, TIE, ETC.
SHOES, SOCKS, HANDBAG, ETC.
WIDTH 15"
Weight 4 lbs. approx.
Constructed of 2 and 3 Gauge rod, electrically welded at all joints, and rust proofed.

(LABOUR SAVING)

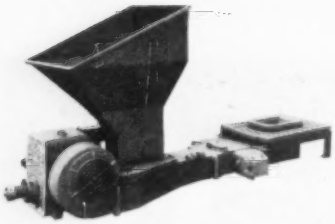
Automatic Stoker

HEAVILY built and made in the best materials, this automatic stoker is an underfeed type, designed and produced by an engineering firm with over 40 years' experience of this class of work. It is capable of giving efficient service over a very long period.

The coal hopper is constructed of heavy-gauge steel plate and is designed to maintain a positive feed without any need for a mechanical agitator.

The stoker feed worm is of built-up construction, comprising an outer steel flight welded to a central steel shaft. The flight is cut by a special process and is machined on its outer edge.

The body is of heavy cast iron and is made in two parts for easy assembly. The outer portion carries the coal hopper and also embodies the air duct from the forced draught fan and part of the coal feed tube. The inner portion of the body houses the delivery end of the feed worm and also forms



the main air chamber, while supporting the tuyere or retort.

The retort is constructed of heat-resisting cast iron built up in interchangeable segments of convenient size, and is designed to ensure intimate mixture of air with the coal and its distillates.

The driving mechanism is a self-contained unit housed in a dust-tight cast-iron gearbox, and the driving motor is also totally enclosed **(PM/281.)**

Trench Digger

THIS precision-built trencher is capable of high-speed operation with an excellent degree of manœuvrability. One man can operate the machine.

Model 221 is illustrated and this is capable of deep and wide digging. It will handle all types of trenching within its exceptionally wide compass. The frame is the arc type and is fully welded. The machine is capable of twenty-five digging speeds, varying from 2 in. to 118 in. per minute.

The travelling speed of the trencher is from 0.5 to 2¾ m.p.h. in a range of five speeds. A range of five bucket line speeds is also available, varying from 31 ft. to 232 ft. per minute. The speed of the conveyor belt varies from 48 ft. to 357 ft. per minute.

The power unit is a Dorman four-cylinder engine of 55 h.p. at 1,500 r.p.m. It has electric starting. The bearing pressure is approximatcly 7 lb. per sq. in. The boom is of the shiftable type and will move across the entire width of the boom carriage; it is telescopic. The conveyor belt is guided by a V-strip. The safety clutch is a band type and easily adjusted. **(PM/282.)**

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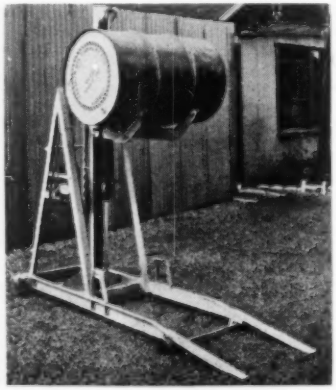
Barrel Lifter

A UNIQUE, but nevertheless extremely useful item of engineering equipment is this new barrel lifter. In well under a minute it will raise any type of barrel, cask or drum to a suitable height for dispensing.

Known as the "Hydrum," it speeds up handling operations and saves labour. Handling becomes a routine job for one employee; a woman can lift a 60 gallon drum quickly and easily. Dispensing is swift and accurate; waste is kept to a minimum and workshop floors stay clean. Hydraulic lifting, checked by automatic safety locks, replaces rough-and-ready physical handling and eliminates accidents.



The "Hydrum" can be used with all liquids, whatever the viscosity. When the barrel or drum has been rolled into position it is raised by the hand operation of a small hydraulic pump mounted on the machine frame to a height of 2 ft. in well under a minute. The maximum working load is 7 cwt. although the machine itself weighs only 2 cwt. It is less than 5 ft. long and 2 ft. wide. A wheeled model of the "Hydrum" is also available. Extra high-lift models up to 4 ft. lift can be supplied. **(PM/283.)**

(OFFICE EQUIPMENT)

Express Inking Duplicator

LATEST Gestetner innovation is the all electric "160" Model which embodies "Express Inking," the ink being controlled and applied mechanically by a vacuum pump while the machine is in motion. A tube of ink is clipped into position and is not removed until every drop has been ejected. In addition to speed and economy, colour changing from the range of coloured inks available is both clean and simple.

The machine also incorporates an automatic counter which when set at the number of copies required, (up to 10,000) stops the duplicator at just that number. The speed of the machine is variable, allowing accurate control of the rate of feed so that correct speed is assured for different classes of work. The positioning of the paper is facilitated by a paper adjustment control.

The electric power unit is built into the machine forming a self-contained unit, which stands on a cabinet of a

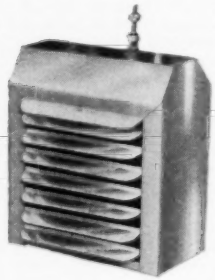
practical and pleasing appearance. The drawer space provided is adequate for the storage of the colour changer and accessories, stencils, inks and paper. **(PM/284.)**

(HEATING & VENTILATION)

Electric Unit Heater

WITH the large type of unit heater as shown in the illustration it is possible for big factory areas to be heated efficiently and economically. It is manufactured in 5 k/W. and 10 k/W. models

The heating elements of the 5 k/W. model are arranged for single or three-phase A.C. circuits or 200-250 volts D.C. The 10 k/W. model, however, is suitable for operation on three - phase A.C. circuits only. A screwed conduit entry is provided for the supply cables, and all the terminals are clearly labelled under the top sheet metal Cover.



A screwed swivel stud is provided over the centre of gravity of the unit, to enable the heater to be suspended from girders or wall brackets and this can be positioned to give a uniform dispersion of heat. A suitable mounting height for these heaters is about 9-10 ft. from the floor.

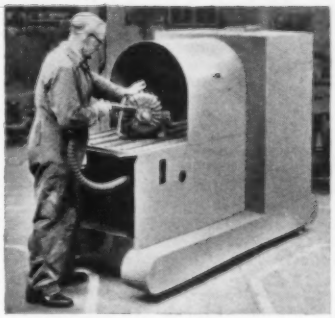
Wired internally in circuit of the 5 and 10 k/W. heaters is a thermostat suitably adjusted to cut out in case of elements overheating or of fan failure. For complete protection of these heaters a pair of wires from this thermostat to the operating coil of the contactor are necessary.

The contactor comprises a four-pole switch mounted on a sindanyo panel. The whole is housed in a sheet metal case, finished in grey, with the necessary conduit entries. The normal current-carrying capacities of the contacts is 23 amps. **(PM/285.)**

Dust Control

ANSWER to any dust control problem which may be confronting maintenance engineers or electricians in a variety of industries is to be found in this new unit type of dust collector.

Dust can be extremely harmful, not only to the health of operatives, but also to machinery, infiltrating into



essential parts of electric motors, clogging up the air passages designed to keep them cool.

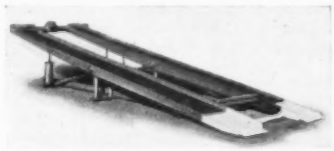
In many cases it is usual to resort to the use of compressed air or a pressure fan for "blowing out" such accumulations. This, however, is not entirely satisfactory because the attendant clouds of fine dust so dispersed settle elsewhere.

The dust collector is a complete portable unit, and it will effectively collect this disturbed dust in a satisfactory manner. The unit can be provided either with a plain table or a turntable, on which motors or other machine parts can be placed for cleaning. A suction hood at the end of the table ensures effective collection. **(PM/286.)**

(GOODS HANDLING)

Tip-up Ramp

ROBUSTLY constructed to withstand heavy usage, this 2 ton automatic tip-up vehicle ramp is of all-steel construction and works on the see-saw principle. The compensating balance action is provided by the incorporation of hydraulic dashpots operating both ways after the weight of the car passes equilibrium.



A clear run is provided between the ramps, enabling the mechanic to sit on the sliding seat and propel himself along the length of track, whilst a sliding jack bridge is fitted between the ramp side members, permitting the use of a hydraulic jack to raise the vehicle wheels off the track.

In the case of vehicles which are unable to be driven under their own power, a hand-operated mechanical winch is provided, and an automatic safety catch can be fitted, if required, to lock the ramp in a horizontal position. This will prevent the remote possibility of tipping caused by the accidental movement of the vehicle when raised, or the accidental placing of a heavy load on the extremities.

No excavation is necessary for this ramp, and the low weight of only 30 cwt. together with the complete absence of any electrical supply and fittings, provides excellent mobility and eliminates running and maintenance costs.

The overall measurements of 21 ft. 6 in. long, 5 ft. 11½ in. wide and 2 ft. 3¼ in. high allows vehicles up to 30 h.p. to be accommodated. **(PM/287.)**

Portable Conveyor

CAPABLE of being used as a straight conveyor anywhere, or for loading and unloading, or as a "booster" for inserting in roller conveyor equipment, this portable conveyor will be found most useful for any industry.

The undercarriage is mounted on substantial ball bearing castors (rubber tyres optional), thus ensuring

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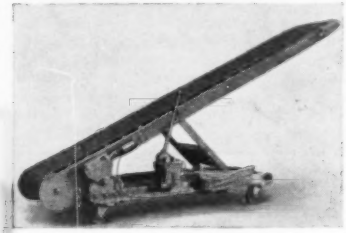
complete mobility. The belt is a heavy-duty type of rubber and canvas, 10 in., 14 in. or 18 in. wide, and running at a speed of 60 ft. per minute. It is carried on ball bearing rollers and has quick release end drums.

The drive is taken from a geared reversing electric motor, 400-440 volt, three phase, 50 cycles supply. Transmission is by roller chain. Trailing cable, 50 ft. long and of three-core type, is supplied.



Height adjustment can be operated by hand from either side, or, alternatively, by hydraulic power. Bronze and steel helical gears, together with a bronze nut and square thread screw, ensure a smooth and easy operation for the hand-operated model. Roller supports take all down-thrust off the operating screw.

The length is 10 ft., width is 2 ft. 7 in. and the height to the top of the belt (when in the horizontal position) is 19 in. The weight is given as 700 lb. **(PM/288.)**

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WELFARE & PRODUCTION TO BE

Anglesey.—It is understood that the Associated Ethyl Co. Ltd., Artillery House, Artillery Row, London, S.W.1, are negotiating for a site at Amlwch, Anglesey, where they propose to construct a plant for the extraction of bromide from sea-water. The cost of the scheme is believed to be about £1,000,000.

Ashby - de - la - Zouch, Leics.—The R.D.C. will support a proposal by Sharp Control Gear Ltd. to adapt the old Potteries at Lount as factory premises for manufacture of light switch gear.

Ayrshire.—Plans have been approved for proposed rebuilding of Townholm Woollen Mills, Kilmarnock,, to be carried out by Kelvin Construction Co. Ltd., of Glasgow.

Barnsley.—Brook Motors Ltd., 57 Norwich Union Buildings, High Street, Sheffield, have received approval in principle of the Ministry of Supply for the erection of a new factory.

Birkenhead.—The T.C. is discussing a lease of land at Beaufort Road with H. A. Cole and Co. Ltd., Cooper's Buildings, Church Street, Liverpool, and Beaufort Street Works, Birkenhead.

Birmingham.—The T.C. will lease land for development at New John Street to Dunbar and Cook Ltd., 107 New John Street; and at Cardigan Street and Copsal Street, to John Goodman and Sons (Printers) Ltd.

Brandon, Durham.—Hirst and Thackway Ltd. propose factory extensions to plans by F. Hedley, Farnley Mount, Neville's Cross, Durham.

Brighton.—Pullars Instruments Ltd., of Peco Works, Hollingbury Road, Brighton 6, propose erection of a new factory. The T.C. is recommended to lease sites on Hollingbury Light Industrial Estate to K.D.L. Precision Co. Ltd., and C.V.A. Jigs, Moulds and Tools Ltd., for which firms the T.C. will erect factories to plans by the Borough Engineer.

Bristol.—A new factory is planned by Morrison Confectionery Co. Ltd., Waters Road, Kingswood, Bristol. T.C. approval recommended for lease of land at Church Lane, Temple, to Robert Sellick Ltd., Victoria Street, for proposed new buildings.

Buxton, Derbyshire.—An inquiry has been held by the Ministry of Town and Country Planning into a proposal by Ketton Portland Cement Co. Ltd., Ketton, Lincs, to erect a cement works at Dove Holes, near Buxton.

Carlisle.—British Electricity Authority has submitted plans for a canteen at Willow Holme generating station.

Chesterfield.—An office and amenities block is planned at Sheepbridge Lane for Sheepbridge Stokes Ltd.

Chichester.—Plans recommended for approval: A sports pavilion at Church Road, Portfield, for D. Rowe and Co. Ltd,, The Hornet, Chichester.

Dagenham.—Plans submitted: Rebuilding of 174-176 Dagenham Road for G. A. Smith and Co. Ltd. A furniture factory at Hainault Industrial Estate for S. Hille and Co. Ltd.

Dundee.—Messrs. Carver, Symon and Ross, The Tay Square, Dundee, Forfarshire, are the architects for an engineering factory at Buckingham Road, proposed by the Scottish Industrial Estates, 3 Woodside Crescent, Glasgow, W.C.3. A factory is proposed by C.V.A. Jigs, Moulds and Tools Ltd., 7 Buckingham Road, Brighton.

Dunfermline.—Dean of Guild Court has approved plans for the erection of a bakery, to cost about £125,000, at Limekilns Road, Dunfermline, proposed by United Co-operative Baking Society Ltd., 12 McNeil Street, Glasgow, C.5.

Durham.—The County Council has placed a £4,500 buildings contract for a staff canteen at the Shire Hall. Plans for a canteen at Crookhall Victory Pit are by Architectural Staff, Mines Welfare Department, Saville Road, Newcastle.

Enfield.—Offices, canteen, etc., for Broome and Green Ltd., Bullsmoor Lane; surveyors, Findlay and Reid, Hope House, High Street, Cheshunt. The views of the U.D.C. on a proposal to erect a factory at Sterling Works, Alexandra Works, are sought by Sterling Textile Industries Ltd.

Essex.—In connection with the £10,000,000 oil refinery proposed at Coryton, near Stanford-le-Hope, Essex, by Vacuum Oil Co. Ltd., Caxton House, London, S.W.1, the contract for the scheme has been placed with The Lummus Co. Ltd., of 525 Oxford Street, London, W.1, and negotiations are in hand for awarding other contracts.

Eston.—Smith's Dock Co. Ltd., shipbuilders, South Bank-on-Tees, are planning the erection of a hostel to accommodate 100 of their employees in Skippers Lane, Normanby.

Frome.—Somerset County Council Standing Joint Committee has placed a contract for a new police divisional headquarters, courts and accommodation at Frome. The contract figure is £92,536.

Glasgow.—A factory will be erected by Hurry and Partners Ltd. at Colston Street and Springburn Road. Plans have been approved. Messrs. Frank Burnett, Boston and Bell, 180 High Street, Glasgow, W.C.2, are the archi-

EQUIPMENT INSTALLED

tects for the erection of additional factory buildings at Duke Street for H. B. Livingstone and Co. Ltd. A building contract is let for a new factory for Wm. Collins, Sons and Co. Ltd., 144 Cathedral Street, Glasgow, C.4.

Glasgow.—The architect for the erection of offices and a hostel for the Officers' Association, Fitzroy Place, Glasgow, is William A. Gladstone, 107 West Regent Street, Glasgow, W.C.2.

Gt. Britain.—The following new schemes were begun in pithead bath construction during May and June, as announced by the National Miners' Welfare Joint Council:

Broomhill, Northumberland.—New installation to accommodate 432 men and including a cycle store and first-aid room. Contractor: Messrs. R. Carse and Son Ltd., Amble and Morpeth.

Bedlay, Lanark.—New installation accommodating 750 men and including a cycle store. Contractor: Messrs. Jas. Miller and Partners Ltd., Edinburgh.

Bersham, Denbigh.—New installation accommodating 1,092 men and including a cycle store and first-aid centre. Contractor: Messrs. John Hughes (Contractors) Ltd., Wrexham.

Dollar, Perth.—New installation providing accommodation for 192 men and including a canteen and first-aid room. Contractor: Mr. Richard Street, Cowdenbeath.

Grangemouth.—Monsanto Chemicals Ltd., Waterloo Place, London, S.W.1, have plans to construct a new works.

Grimsby.—T.C. approved in principle development of land at Victoria Street area proposed by Phillips Trawl Products Ltd.

Hendon.—A scheme of rebuilding is proposed by Fine Fabrics Manufacturing Co. Ltd., 3 Forum Way, Edgware. T.C. Estates Committee has authorised the Borough Surveyor to negotiate with John Laing and Son Ltd., London, N.W.7, and National Cash Register Co. Ltd., regarding lease to them by the T.C. of land on north side of North Circular Road.

Hindley.—Plans approved by the U.D.C. for the demolition and replacement of existing premises at Kirkpatrick Mill, Atherton Road for Dunlop Cotton Mills Ltd.

Hull.—The T.C. will support the application by Domestos Ltd. for proposed developments on Reform Street Industrial Estate.

Kilmarnock.—A new building, to cost £20,028, is planned by Douglas, Reyburn and Co. Ltd., Williamford Mill.

Lanarkshire.—W. and J. Naismith Ltd., 50 Main Street, East Kilbride, are to prepare plans for a new factory to be erected at East Kilbride.

Lewisham.—The architect for rebuilding premises for Chislehurst Laundry Ltd. is J. A. Lauchlan, 19b Central Parade, Orpington, Kent.

London.—London Transport Executive, 55 Broadway, London, S.W.1, have placed a contract for erection of a bus depot with offices and staff canteen, etc., at Whitehall Road—London Road site, Thornton Heath. The architects are Adie, Button and Partners, 29 Weymouth Street, London, W.1, and the scheme is estimated to cost about £160,000.

London.—The Solicitors' Law Stationery Society Ltd. have placed a contract at £200,000 with Harry Neal Ltd., 117 Baker Street, London, W.1, for the erection of a seven-storey printing factory at Fetter Lane, Greystoke Place, Norwich Street and Breams Buildings site. The architects are T. P. Bennett and Son, 43 Bloomsbury Square, London, W.C.1.

London.—A hall is planned by Worshipful Company of Butchers at Bartholomew Close, E.C.1. The architect is H. Kelly, 87 Bartholomew Close, E.C.1.

London, E.—Mr. E. B. O'Rorke, 12 Cliveden Place, S.W.1, is the architect for sailors' home and club at Dock Street, E.1.

London, S.E.—The Ministry of Works has placed a building contract for the provision of a canteen, etc., at South-Eastern District Office, Borough High Street, S.E.1.

London, S.E.—Mr. F. Scarlett, 11 Upper Grosvenor Street, London, W.1, is the architect for a new factory proposed at Waring Street, S.E.27, by C. A. Lewns and J. D. West.

Luton.—Offices, canteen and flats at Waller Avenue are planned by Three Star (Luton) Ltd.

Morley.—Approval has been given by the T.C. for the erection of a canteen and pithead baths at East Ardsley Colliery for the N.C.B.

Newcastle-on-Tyne.—United Wire Works Ltd., of Newcastle, are to erect a factory and offices in Brinkburn Street, Newcastle.

Northampton.—A new factory is proposed by Coles Shoe Repairs Ltd., of St. Andrew's Road, Northampton.

Norwich.—The T.C. is recommended to lease sites at Harford Industrial Estate to Foundation Oil Co. Ltd., 8 Orford Hill, Norwich, and to H. B. Care (Care's Last Works), 21 Grove Road, Norwich, for erection of premises.

Peterborough.—Plans submitted: Canteen in basement at Park Road for Peterborough and District Co-operative Society Ltd. Additions to factory at Burton Street for British Braids Ltd.

Plymouth.—Factory at Beech Avenue, Cattledown, for Britannia Clothing Co. Ltd., Duke of Cornwall Hotel, Plymouth. Factory at Holborn Street for E. J. Rickard, Chapters Field, Cattledown. N.A.A.F.I. propose to erect a club and hostel to plans by Messrs. Josephs, 10 Lowdnes Square, London, S.W.1. Free Church Women's Council plans to extend their hostel, for which the architects are Body, Son and Fluery, 22 Lockyer Street.

Reading.—The T.C. has received plans from Louis Rogers Ltd. for factory extensions at 189-193 London Road, and preliminary sketches from Bradley and Bliss Ltd., 6 London Street, Reading, for new factory proposed on site at Basingstoke Road to be acquired from the T.C.

Scotland.—James Davidson and Son, 6 Academy Street, Coatbridge, are the architects and quantity surveyors for the construction of pithead baths, workshops and office buildings at Road Cadden for the National Coal Board, Scottish Division, 36 Robertson Street, Glasgow, C.2.

South Shields.—Carmichael Brothers Ltd., ironfounders, Nile Street, South Shields, are to build a canteen in Commercial Road.

Stratford.—Messrs. L. H. Fewster and Partners, 22 Conduit Street, London, W.1, are the architects for offices for Ministry of Pensions and Inland Revenue Department, to cost about £70,000.

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(Please quote this journal)

Fig. 2. This graph shows the results obtained by specialised training methods in reducing the learning time on an extremely delicate hosiery operation. The composite curves indicate the results obtained in three different factories—the lower curve represents the rate of progress of workroom learners, and the upper curve that of operatives trained by specialised training methods in the same factories. It will be seen that, over the 26 weeks shown on the graph, the output of the trainees is more than twice that of the workroom learners. The costs of training are therefore correspondingly less, and there is an additional saving from increased overhead recovery.

Sub-Normal Workers

Specialised training methods have also been used for re-training existing workers whose productivity is below normal. Increases in productivity of from 40 per cent to 100 per cent have been attained by re-training individual operatives in various industries; and, although there is not necessarily an economy in direct labour cost by this re-training, the additional production and consequent increased overhead recovery make it financially worth while. Moreover, the higher earnings achieved, and the greater sense of competence in operatives so re-trained make them less likely to leave.

Staff Training Essay

"STORE" merchandising trade journal invites regular readers to submit essays on the subject *Staff Training —1951*, for a prize of Six Guineas. Essays should be of about 1,500 words written or typed on one side of the paper and sent under a pseudonym with the entrant's name, address, age, appointment held, and name of retail firm enclosed in a sealed envelope. Address to Editor, *Store*, 356-366 Oxford Street, London, W.1.

A SAILING club has been formed by staff at the Acton and Willesden factories of T. Wall and Sons, Ltd.

Mr. A. S. Phillips (personnel manager) says they already have fifty members.

THE MONTH'S ENGAGEMENTS

British Institute of Management/Pendley Manor
26-1 October. Five-day Course for Foremen and Supervisors in Industry. Tring.

Burton Manor
3-8 Course 138. "Problems of an Industrial Civilisation." Wirral.
10-22 Course 140. "The Human Factor in Industry." Wirral.
17-22 Course 142. "Man and the Community—Social and Political Problems of Man in the Modern State." Wirral.
22-24 Course 143. "Week-end Course on Discussion Group Methods." Wirral.

Institute of Industrial Administration
13 "Some Thoughts on Office Organisation." F. A. Callaby. (*Leicester.*)
15 "Management in Private Enterprise v. Nationalised Industry." (*Cardiff.*)
18 "Training for Management." Adelphi Hotel, Liverpool. 6.30 p.m.
29 "How Valuable is American Industrial Advice?" Lewis C. Ord, Duke of Cornwall Hotel, Plymouth. 6.30 p.m.
29 "Situational Thinking—Its Use in Management Training and Selection." T. H. Burnham, Harrow and Wembley Section, at Glacier Metal Co., Ealing Road, Alperton, 7 p.m.

Institute of Industrial Supervisors
8-10 Week-end Residential Course for Foremen of Small Firms, University of Birmingham Centre for Continued Studies.

Industrial Welfare Society
Aug. 31-September 4 First Conference for Apprentices, Keble College, Oxford.
10-24 Study Tour of Dutch Industries.
15-18 Directors' Conference, Leamington Spa.

Purchasing Officers' Association
28 Annual Conference.

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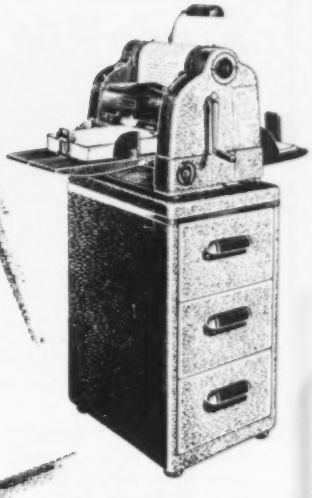

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Summary—*from p. 131*

Award No. 1340 that these questions should be determined by the conciliation machinery agreed between the National Coal Board and the National Union of Mineworkers. (*June* 15, 1950.)

No. 1470. Question as to the Observance of Recognised Terms and Conditions of Employment in Respect of a Certain Worker Formerly Employed by an Engineering Firm. Claim: Whether employers were observing recognised terms and conditions. Award: The Tribunal found that the terms of the agreement mentioned were not applicable to the worker concerned and awarded accordingly. (*June* 20, 1950.)

No. 1471. Minimum Rates of Wages of Certain Compositors Employed in the Printing Trade in the London Area. Claim: Dispute concerning: (1) The appropriate minimum rates for members of the London Society of Compositors working in the London area as hand compositors, monotype, linotype or intertype operators or readers; the employers' organisations having made proposals for a basic rate of 142s. 6d. for hand compositors, with certain extra rates for other operations, and those proposals having been rejected by the Society; (2) Adequate increased recruitment of labour into occupations covered by the Society to meet the serious deficiency which prevents members of the L.M.P.A. from carrying out important work required from them; the employers suggested increased numbers of apprentices, but the Society rejected this proposal. Award: The Tribunal awarded a minimum rate of 143s. 6d. per week to hand compositors in the London area, and referred back for negotiation rates for other workers. On the question of labour recruitment the Tribunal recommended both parties to enter negotiations on questions of immediate and long-term policy. (*June* 20, 1950.)

No. 1472. Rates of Wages of Certain Workers Employed in the Coal Distributive Trade in the South and West Wales Region. Claim: Claim for wage increases as follows: (1) certain drivers 21 years and over, handling vehicles of 1 ton carrying capacity or less, 3s. per week; (2) certain drivers on vehicles of over 1 ton up to and including 2 tons carrying capacity, 6s. per week in Grade 1 areas, 5s. 6d. in Grade 2 areas; (3) driver's mates (adult) 5s. per week; (4) horse drivers 4s. 6d. per week; (5) ostling duties from 2s. to 3s. per horse; (6) ostling duties on Saturdays and Sundays, and Bank Holidays from 4s. to 5s. per horse. Award: In favour of workmen. (*June* 20, 1950.)

No. 1473. Rates of Wages of Certain Workers Employed in the Coal Distributive Trade in the Southern Region. Claim: For increases as follows: (1) certain drivers, 21 and over, handling vehicles of 1 ton carrying capacity or less, 3s. per week; (2) certain drivers on vehicles over 1 ton up to and including 2 tons, 6s. per week; (3) drivers' mates (adults) 5s. per week; (4) bag fillers, loaders and horse carters, 5s. per week. Award: The Tribunal awarded increases as stated for workers employed in Hampshire, Berkshire, Buckinghamshire and Oxfordshire; increases for workers employed in Dorset to be negotiated in the light of this agreement. (*June* 21, 1950.)

No. 1474. Conditions of Employment of Workers Employed by a Firm of Tobacco Manufacturers in London. Claim: That membership of a trade union should be a condition of employment. Award: The Tribunal stated that this question was one which must be decided between the parties to the National Joint Negotiating Committee, and awarded accordingly. (*June* 23, 1950.)

No. 1475. Claim for the Consolidation of War Bonus into the Basic Rate of Workers Employed in the Vehicle Building Industry in Great Britain. Claim: That war bonus be consolidated in basic rates. Award: The Tribunal awarded that existing war bonus of 1s. 1d. per hour be consolidated with the basic rate and that systems of payment by results remain matters for domestic agreement in accordance with the terms of the National Agreements. (*June* 27, 1950.)

No. 1476. Dismissal of a Worker Formerly Employed by the Corporation of the Borough of Stockton-on-Tees. Claim: That dismissal was not justified. Award: Claim not established. (June 27, 1950.)

No. 1477. Salary Scales of Clerical Staffs Employed at the Head Office of the City of Glasgow Friendly Society (Award No. 1443). Claim: For improved salary scales for clerical staff. Award: The Tribunal awarded the following salaries (exclusive of bonus) for female staff:

Age	Weekly Salary £ s. d.	Age	Weekly Salary £ s. d.
16	2 0 0	23	4 10 0
17	2 5 0	24	4 12 6
18	2 5 0	25	4 15 0
19	3 0 0	26	4 17 6
20	3 10 0	27	5 0 0
21	4 0 0	28	5 5 0
22	4 5 0	29	5 10 0
		30	5 15 0

Shorthand typists and machine operators 21 years of age and over to receive 10s. a week above the appropriate scale rate. (June 29, 1950.)

No. 1478. Hours of Duty and Annual Leave of Members of the Colliery Fire and Rescue Brigade of the National Coal Board (Northern Division). Claim: For improved hours of duty and annual leave. Award: Claim not established. (July 3, 1950.)

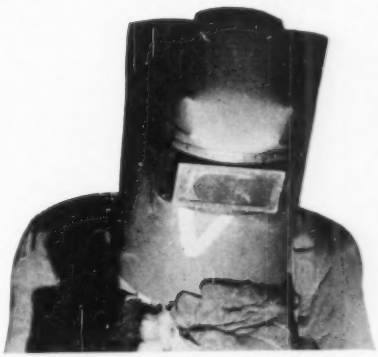
No. 1479. Claim for Payment of Wages During Sickness to a Nursing Assistant Formerly Employed by the Sheffield Regional Hospital Board. Claim: For sick pay from April 7-25, 1949. Award: In favour of claim. (July 3, 1950.)

No. 1480. Rates of Wages in the Electrical Contracting Industry in Scotland (Award No. 1350). Claim: For increase in existing hourly rates. Award: The Tribunal awarded that rates of journeymen electricians be increased by 1½d. per hour, with proportionate increases for apprentices in accordance with the provisions of Award No. 1108, dated June 4, 1948, and its interpretation dated June 22, 1948. (July 3, 1950.)

No. 1481. Rates of Wages and Conditions of Employment of Workers Employed in the Fish Market and Fish Houses at Aberdeen. Claim: For increased wages, annual holidays with pay and reduction in working week. Award: The Tribunal found as follows. (a) The claim for a reduced working week and an increase in annual holidays had not been established; (b) six Local Holidays should be given each year; (c) the minimum rates of wages for male workers 21 years of age and over to be 97s. 4d. per week, for male workers 20 years of age 82s. 6d. per week, and for female workers 20 years of age and over 60s. per week; (d) rates of wages of workers under 20 years of age to be increased proportionately. (July 7, 1950.)

No. 1482. Rates of Wages and Working Week of Workers Employed in the Box Pool of the Fish Trade at Aberdeen. Claim: For increase in wages of 4s. a week for female washers, loaders and repairers and for a reduction in the working week of both male and female workers. Award: The Tribunal found as follows: (a) rates of wages of female workers should be increased by 1d. per hour; (b) the claim for a reduction of the working week has not been established. (July 7, 1950.)

No. 1483. Rates of Wages of Clerical Workers Employed in the Corn Trade. Claim: Dispute over rates of wages for clerical workers. Award: The Tribunal awarded as follows: (a) minimum rates of wages of clerical workers employed in Grade "A" (large cities and industrial towns) to be on scales ranging from 30s. at 15 years of age to 110s. at 25 and over for males, and from 30s. at 15 years of age to 80s. at 23 and over for females; (b) minimum rates of clerical workers employed in Grade "B" towns (industrial towns not included in Grade "A") shall be 3s. less per week than in Grade "A", and in Grade "C" (country towns and rural areas) 6s. less per week. Shorthand typists and machine operators 5s. above corresponding scale. (July 10, 1950.)



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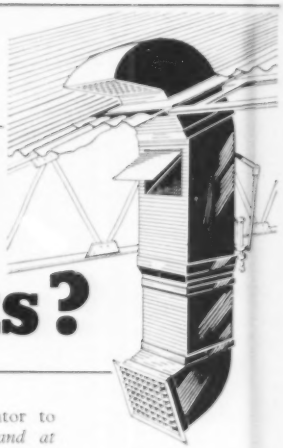

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